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Pipeline PR . . .

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Integrating the Company
into the Public Image

Public Relations Society of America, Inc.

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COVER PHOTO

A dispatcher at the Mid-Valley Pipeline Company's pumping station at Longview, Texas, escorts two local residents on a tour of the installation and explains its facilities and operation. Such tours are a part of Mid-Valley's PR program to acquaint local landowners with the company's properties in the 15 communities scattered from Texas to Ohio where this carrier of crude oil maintains operating facilities. (Story on page 15.)

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NOTED IN BRIEF . . .

• The common relationships of public relations and the law are discussed by a member of the New York Bar and assistant professor of law at New York Law School who was once a publicity man. Albert Blaustein has undertaken some interesting studies and projects that relate to the problem of developing understanding and teamwork in the two fields.

• Howard Stephenson takes a forthright look at house magazines and comes up with some suggestions for thinking, planning and action aimed to definitize policy and practice in this important area of regularized communication.

• When the company's stockholders are scattered far and wide, and it is desirable to redevelop home-area stock ownership, the company can set up a program utilizing many public relations techniques. The Wisconsin Power and Light Company had the problem, and whipped it. The result makes interesting case-history reading.

• A living trade-mark, like Elsie, the Borden cow—moving through the country caravan-style—can find and make many opportunities to register added recognition impressions for a company and its products. She can also tie in with local charitable and public service efforts and gain good citizenship goodwill.

• The Pacific Intermountain Express Company finds that driver-courtesy programs which pay off in action resulting in highway good-Samaritanism not only reap rewards in friendship for the company but build sales. Lawrence Priddy tells how.

• Pipeline problems in some parts of the company begin with a capital PR. But Mid-Valley Pipeline Company has developed a thoughtful approach to gaining and maintaining goodwill of the communities through which its lines pass that should be a model for like projects.

G. Edward Pendray
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Passing Show

AMONG OUR SOUVENIRS are several unfavorable notices of a play, "Men of Distinction," whose fourth curtain was its last. This brash little drama purported to satirize public relations; therefore we were pleased when critics agreed it was a flop and shooed it off Broadway. We suspect that many public relations people are not durable enough, at this point, to withstand the barbs of satire, however unsuccessfully done.

A while back, some of our friends got needlessly stirred up by an eleventh-rate novel, *The Build-up Boys*. For this reason the advance blurbs of "Men of Distinction" alarmed us. What if this play should blossom as an "Abie's Irish Rose?" Or follow the unending path of "Tobacco Road?" What if it should be a great play? We could foresee the PRSA resolutions committee in continuous session, and whole generations of PRSA presidents sputtering in perpetual protest.

Public relations people need to condition themselves to the occasional dart. We depend for our existence on the free exchange of ideas, and consistent with this we cannot go around shouting: "You can't print that about us!" As the craft expands it's going to be a more attractive target for the satirists. Burlesque and satire respect no one. The parson, the jurist and the tired businessman have all felt the pen-prick, and survived. We'll survive too. We should be able to withstand these minor barbs, perhaps even to grow a protective callous against them. We ain't scared.

PR Quacks

THE JELKE VICE TRIALS are over and so, for a time, we may be spared such references as this (from the *New York Herald Tribune* of April 11):

"Robert Merritt, thirty-three, former public relations man and cafe society playboy, was sentenced in General Sessions yesterday to serve five to ten years on each of four morals counts to which he had pleaded guilty."

Our surcease will probably be brief, however. Before long, no doubt, some shady "five percenter" will be hauled before a Congressional

Committee and we will learn that, in the name of "public relations," he corrupted officials, and thwarted justice.

Robert Merritt never was a public relations man. He was once employed for three months as part-time press agent for a night club. The odds are ten to one that the "five percenter" will turn out to be someone who has never done an honest day's work in public relations, either. But this will make small difference in the public prints. (After all, the man *said* he was a public relations man, didn't he?)

Phony physicians and bogus lawyers are speedily exposed and branded as a matter of course. But it will be quite a while, I fear, before the press and public learn to distinguish between the qualified practitioners of our craft and the usurpers of our name. This is doubly ironic since we are so widely supposed to exert great influence on public opinion and information.

On the whole, though, we needn't be too disturbed. For one thing, there is perhaps a certain wry solace in the fact that these questionable characters pay tribute to the merit of our label by the simple act of stealing it. The label itself is new, hence difficult to protect, but its right to protection can in time be established.

This will come about naturally as we raise our standards, develop our educational facilities, and police our own conduct. Perhaps we need not wait too long for results. Quackery and chicanery plagued the learned professions in their earlier days until — literally, "by degrees" — they established their right to the public trust. This was not the work of a day, to be sure, but there are physicians and lawyers living today who qualified for practice through "reading" and personal apprenticeship.

Professional societies and educational institutions are the prime means by which standards are established and elevated. But their progress depends on the sincere support of those who conduct themselves in their daily transactions with dignity, integrity, good purpose, and skill. Perhaps we can use as a wall motto these words of the late Oliver Wendell Holmes:

"Any calling is great which is greatly pursued."

CHARLES B. COATES

Coates and McCormick, Inc.
New York City.

Public relations — and the law

A lawyer urges team play and understanding

By Albert P. Blaustein*

THE LAWYER who doesn't double in brass as a public relations consultant should be consigned to the law library to write briefs and fill out forms. The public relations counsel who isn't occasionally guilty of poaching upon the province of the law should be relegated to the typewriter to draft pamphlets and prepare publicity handouts. Neither is adequately serving his client as a counsellor.

Lawyers and public relations counsel are not of different species; nor are they even strangers to one another in the offices and conference rooms of the clients they serve. But the proverbial man-from-Mars might well investigate their respective hurrying and scurryings and reach the conclusion that they not only had little in common but that they were placed on earth to work at cross-purposes.

Two jobs similar

Actually, the lawyer and the public relations counsellor perform the same job in modern American society. They differ only in the skills and training which they bring to bear on the job which must be done. Clients — i.e., the management of the industries which they serve — require the talents of both, but it is the unusually fortunate client who is blessed with a union of these talents to guide him in the policy-making process.

What does a lawyer really do? What does a public relations man really do?

According to the *Dictionary of Occupational Titles*, prepared by the Division of Occupational Analysis, U. S. Employment Service, "lawyer" is "A classification title for persons of recognized educational, experience, and legal qualifications who are engaged in

such phases of law as conducting criminal or civil law suits, drawing up legal documents, or searching proper titles." "Lawyer, civil" is further subdefined as one who "Specializes in litigation, such as damage suits and breach-of-contract suits; Prepares and draws up deeds, leases, wills, mortgages, and contracts. Acts as a trustee or guardian or executor of an estate, when necessary."

A "public-relations man" is defined as one who "Selects and assembles favorable publicity material for groups or organizations, releasing it through the media of magazines, newspapers, posters, and the radio; Scans statements of policy to secure most favorable publicity. Writes news releases and submits photographs to newspapers. Purchases advertising space in newspapers and magazines and prepares advertisements. Makes arrangements for billboard displays. Writes script for radio advertising."

But how many able legal and PR counsellors would subscribe to such lexicography? Where in these definitions is there any description of the lawyer and the public relations man as a "counsellor"?

The client who would properly utilize the skills of his lawyer and public relations consultant does not have as his goal the verdict in a particular piece of litigation or favorable editorial comment on the success of a particular community relations project. These are not ends in themselves — even if they are the successful climax of the employment of valuable and highly skilled talents.

Goals defined

The goals of those who retain the counsel of lawyers and public relations men have been variously defined, described and delineated. Perhaps the best listing is found in the writings of Yale

law professors Harold D. Lasswell and Myres S. McDougal. Their table of goals encompasses eight "values", the term "value" being defined as a "category of preferred events." The list includes power, wealth, respect, well-being (physical and mental health), enlightenment, skill, affection and rectitude.

Attainment of one or more of these goals underlies the entire process of top-management decision-making (or policy-making). But management is not omniscient and must seek guidance in this process. And thus management calls upon the assistance of experts who may be termed advisers, consultants or counsellors.

Essential task

The essential task of these experts — regardless of their professional training and/or status — is the same. They must clarify the goal values which are being sought, clarify the conditions (environment) under which they are being sought, analyze the possible alternatives which might be pursued, and recommend the desired ways and means of accomplishing desired ends.

Probably the most important of these experts are the lawyer and the public relations consultant. This because their activities are so broad in scope, cutting across the entire gamut of all management activities. It is their special task to coordinate and evaluate the work of each other and the advices of the other expert counsellors.

And this, of course, points up the need for greater cooperation between



Albert P. Blaustein, member of the New York Bar and assistant professor of law at New York Law School, began his PR activities as a freelance publicity man while he was a reporter and rewrite man with The City News Bureau of Chicago in 1941-42. A graduate of the University of Michigan (1941) and Columbia Law School (1948), he is presently secretary of the PR Committee of the New York County Lawyers' Association and a member of the advisory committee of the PR Committee of the American Bar Association. He is co-editor of the American Bar Association's bi-monthly *Public Relations Bulletin* and associate editor of the A.B.A.'s recent volume on public relations for Bar Associations.

(* The views expressed in this article are those of the author and do not necessarily reflect the opinions of the bar association public relations committees of which he is a member.—Editor)

these two professions and an interchange of information and education on the skills which each possesses. Legal advice is incomplete unless the PR aspects of a particular problem are properly understood; public relations guidance is incomplete without an appreciation of the legal ramifications of the issues in question.

This is far more than just theory. Every expert adviser has his own overlong list of ill-advised law suits and ill-advised public relations programs. In the proper time and place, one management address or even one employee party can accomplish more than a long and costly battle in the courts. In the proper time and place, one session of negotiations with opposing counsel or with government attorneys can accomplish more than a nation-wide advertising campaign. But these are facts which usually come to light subsequent to ill-advised actions. The trick — and the objective of this area of inquiry — is to influence legal and public relations thinking toward joint efforts designed to avoid these ill-advised actions.

Coordination required

The absence of coordinated action on the part of legal and public relations counsel has all too often resulted in unnecessary floundering on the part of management. How many times will legal and public relations staffs give the same advice relative to the handling of a particular problem? How often is management faced with two decidedly different alternatives, rather than a coordinated plan prepared by the lawyer-PR team? How many times is management advised — after the fact — that public relations statements designed to build goodwill are contrary to the legal policies of the industry — or even the law itself? How many times have PR counsel found themselves uninformed as to litigation which might have serious public relations consequences? How many times has management been embarrassed by the different approaches taken by the lawyer and the public relations consultant in such activities as lobbying?

But what is being done to make lawyers and PR counsel appreciate the interrelationship between their respective spheres of activity and to educate each other as to their respective skills? The answer is "nothing." Most public relations men still look upon lawyers as dry, musty characters concerned only

with the task of comparing and reconciling age-old judicial decisions and speaking to the world only from the courtroom arena. Most attorneys still look upon the public relations consultant as the purveyor of press releases, charged with the responsibility of getting "something" in the newspapers designed to fool the public regarding "unfortunate" management pronouncements.

Indifference obvious

In an era which has seen a plethora of vocational guidance literature pouring from the presses like so much newsprint, it is surprising to note the absence of any articulate expression on this interrelationship between law and public relations. Neither of the two comprehensive PR manuals, *Your Public Relations*, edited by Glenn and Denny Griswold, and *Public Relations Handbook*, edited by Philip Lesly, has found room for "law" or "lawyers" in their indices. Nor does Louis M. Brown's comprehensive *Manual of Preventive Law* make mention of "public relations", all the more surprising since Lawyer Brown has been a stalwart on several bar association PR committees.

But there have been some observations touching upon this field which are worthy of careful consideration by lawyers and PR consultants alike.

In their learned and scholarly article on "Legal Education and Public Policy: Professional Training in the Public Interest," Professors Lasswell and McDougal include the following among the professional activities of lawyers:

"Preparing or supervising press conferences, issuing news releases, preparing radio material, or newsreel material. . . . Developing influence through participation in civic or other public activities (organizing and directing pressure groups, lobbying propaganda, and other control procedures) and private sociability."

And in his excellent article on "How to Organize and Operate a Public Relations Department," appearing as a chapter in *Your Public Relations*, Conger Reynolds, PR Director of the Standard Oil Company (Indiana), says this:

"With the law department there must be close liaison in regard to litigation and legislation and relations with government. . . . Many an institution has been damned in print by accusations which have been answered in due time

in court, but which have remained unanswered in the minds of many who never saw any reference to the case in the public prints except the first one."

There is only one criticism of these observations: they don't go far enough.

Two steps suggested

But what should be done to bring about an understanding of this law-public relations interrelationship? What can be done?

Here are some suggestions:

The first step in the program merely calls for some timely and appropriate "eyebrow-lifting" between lawyers and public relations counsel — "eyebrow-lifting" designed to open eyes as to respective skills, techniques and functions.

And the second step is for lawyers and PR counsel to make a conscious effort to start thinking about one another as co-professionals and co-advisers. This means that an attempt should be made to discuss problems together before submitting advice to management; and it means that lawyers and public relations men should call upon each other for guidance.

But these are steps which are necessarily limited to individual lawyers and individual public relations counsellors. The task of coordinating the activities of law and public relations necessitates some concrete action on the part of the professions themselves. Such a program should begin with a discussion meeting among lawyers who have some understanding of public relations and PR consultants who have some knowledge of law — together with individuals possessing knowledge of and skills in both fields. Such a meeting should result in a more definite delineation of the specific types of activity requiring the joint efforts of both professions and a listing of those activities in which law and PR meet.

Organized interplay

This discussion meeting should be followed by a panel or open forum held as part of either a public relations or bar association convention. And this panel or forum should, in turn, be succeeded by a workshop or institute in which a half day of convention time could be devoted to the task of teaching these professions about one another.

Activities of this type will undoubtedly point up the need for "public relations lawyers" and "lawyer public

(Continued on page 18)

Are house magazines expendable?

By Howard Stephenson

President
Community Relations, Inc.

AMONG THE PLEASURES of editing is the fact that one gets paid for it. Yet many a house magazine editor has been asked, "What *else* do you do?", as if he had whipped up his little weekly or monthly confection on some idle evening, and surely must be able to present other, more serious means of justifying his salary.

There are now more industrial house publications, sustained by higher appropriations, than ever before. This may assure some corporate editors and other public relations people that these magazines and newspapers are here to stay, have won acceptance as a major vehicle of employee or customer communication and will keep right on rising in management's esteem.

However, if management looks on this work as a sort of word-and-picture game, nice but not strictly necessary, the first chill economic wind will be capable of blowing it down.

Or suppose the excess profits tax were repealed. That would be good news for shareholders. But it might involve withdrawal by the government of its acquiescence to the writing off of a large percentage of promotional expense by industry—including the costs of the house magazine—and many managements would take another look.

The time to take precautions is now, when the house magazine's standing is high, not later, when it may be considered expendable.

With a circulation exceeding that of all the daily newspapers put together, a yearly budget of several million dollars, the 10,000 or more house periodicals have moved into a big position, but it is a vulnerable position, and that is a matter of real concern.

Getting tangible results

A zealous public relations man once was told by the chairman of his company, "Our principal business is to make machinery, not publicity." Some financial and management people reflect the same attitude in regard to the house publication, which they believe may be pushing ahead too fast.

To counteract this kind of thinking, we first must understand it. Let's look at the house magazine—and this term is used to include the newspaper format—from management's point of view. If the head of a company were asked *why* he permits the expenditure he does for his employee magazine, he might be stumped for a ready reply. Yet if he is not prepared to defend the magazine, it is not on a steady footing.

True, some house magazines have produced results that a manager—not only an editor—can put his finger on, and say, "Here's something the magazine *did* that couldn't be accomplished in any other way." An example, from a recent survey, of the personal experience of one editor:

"The personnel department is beginning to suggest articles, since we successfully forced them to let us help get new employees through the magazine. We did, too—200 of them in six months."

There's something tangible—a magazine that can recruit 200 employees in six months has performed a service to the company that everybody—even the recalcitrant personnel department in this case—has to admit is good. True, it's unusual. An editor cannot count on having the same opportunities. But he should be alert to recognize similar ones and capitalize on them to the nth de-

gree. There is no more effective way of improving the status of his work with management. The ideal of influencing the minds of employees is in much better case if it is translated into definite action that even an obtuse management could understand.

Put it down on paper

There are services—essential and worthwhile services—that house magazines render every day, but to a large extent these go unrecognized, for two reasons:

First, the editor performs them, but takes them for granted.

Second, nobody but the editor really knows what they are.

Until he puts his magazine's purposes down on paper, he can't be too sure of them himself.

The survey referred to above was conducted by the House Magazine Institute in 1952, and closely follows the general plan and format of two previous ones, conducted on a national scale by the International Council of Industrial Editors. Here are the purposes listed:

- Morale building
- Dissemination of company information
- Promotion of management-employee harmony
- Stimulating employees' work interest
- News of employees
- Sales promotion
- Better public relations

Howard Stephenson, President of Community Relations, Inc., is a consultant to industrial managements in their plant city,



employee and shareholder programs. He served as a Scripps-Howard editorial writer, editor of *American Druggist*, contributing editor of *Forbes* and of *Steelways*. His present work includes preparation of company histories and supervision

of house magazines. For three years PRSA member Stephenson taught an adult course in industrial publicity at New York University, under sponsorship of the Industrial Publicity Association, of which he was one of the founders.

This article is based on a chapter from *Publicity for Prestige and Profit*, a book written with Prof. Wesley F. Pratzner of Boston University, to be published in the fall of 1953 by McGraw-Hill. Mr. Stephenson is a member of the New York Chapter, PRSA.

These are rather general purposes, but they are something. It is surprising to learn, though, that 41 per cent of the editors who were queried said they *never* had *written down* the purposes of their publications, and 20 per cent didn't even think this question worthy of reply, so they have to be counted negative, too. That leaves only 39 per cent who are prepared, on a moment's notice, to supply a simple and succinct statement of *why* they are doing what they do.

It is this vagueness, this careless assumption that somebody else looks after the purpose, that causes uneasiness as to the future of the house magazine, which just at this moment happens to be so prosperous.

The editor of an employee magazine should make up his own list, take it in to the top man of his company and get his approval. From that time on the editor should regard this statement as his charter and guide, and then when the day came that the board of directors wanted to know *why* the annual appropriation for the house magazine had to be made at all, he and the president would have a convincing answer, and one that businessmen could understand.

"The continued education of both the salaried and wage employee" is given as the "cardinal objective" of employee publications, in a thorough study made in 1953 by the Association of National Advertisers, of seven leading company periodicals. Even this small sampling of the field indicates how difficult it would be to set up a general formula as regards newspapers *vs.* magazine format, weekly *vs.* monthly issue, or news items *vs.* features. These several paths lead to the editor's main objective — the important thing is that he should know what that objective is.

10 purposes for a house publication

Here are 10 specific purposes, a list prepared by Merrick T. Jackson of Hill & Knowlton, Inc., suitable to be adapted to individual circumstances:

1. To keep employees informed of company operations, policies and developments.
2. To promote agreement and reduce friction and dissension between management and employees.
3. To spike rumors.
4. To aid in bringing together the employees as a family with mutual interests and aims.

5. To limit the harmfulness of incorrect and misleading propaganda from other sources.
6. To encourage greater participation in company programs.
7. To build community regard for the company.
8. To further favorable press and radio relations.
9. To help reduce lost man-hours through accident, illness and indifference.
10. To build a favorable reaction toward the company on the part of parents and wives of employees.

Those are not Ten Commandments, but they are ten foundation stones for good editing.

The magazine as publicity

What happens when we say that the house magazine is *publicity*, that it is the voice of management speaking clearly and directly to one particular segment of the public, the employees — or in the case of the externally circulated magazine, to some other group, such as customers?

Such a concept straightens out a number of things.

When the editor thinks of the employees as a *public*, his attitude toward them subtly changes. True, he sees many of them every day, and they are the source of some of his news. But suppose the factory were a small village, or a good-sized one, with a weekly or monthly newspaper. The editor would know the folks, but when he came to entertain and instruct them in his newspaper, he would be just a little *detached*. He brings to his public the news of the world, and interprets the news through his editorials. That is journalism.

But, the editor may fairly say, I can't run an independent magazine, the company, by implication at least, tells me what to print. And that's very true. In his relationship with the management, suppose the editor considered that he is writing publicity for the company. Every word in his magazine, considered as company publicity, loyally reflects the philosophy and policies of the company.

The editor, however, is just a little *detached*, and is supposed to be. He is the expert. It is he and nobody else who decides precisely *how* this communication shall be performed. So one might say that he is hired to write company publicity to reach a certain public — the employees. The editor is the catalyst, bringing together company philosophy and policies on the one hand, and this special public on the other.

See how many things this concept straightens out: To a reasonable degree, the editor becomes *objective* as to the company, in order that he may perform his task of translating ideas into language. But underlying this objectivity, as he judges and appraises and assesses the company's policies, is a deeper *subjectivity*, for as he turns to look at his public, he realizes that he speaks as part — as the voice — of management. And so by his very detachment from both management and readers, he provides them, through his magazine, with a focal point at which they can understand each other better. And mutual understanding is the true function of the house magazine, whether stated or not.

Widening influence

There is another advantage in looking on the house magazine as publicity. That is, that while many editors consider the job done when proofs have been okayed and forms locked up, the work of the publicity man is never done. Actually, in this concept of the editor's work, the main task begins on the day of publication.

First of all, distribution should include *all* employees. From the publicity point of view, it is just as important that the president, his wife and family, *read* the magazine *at home*, as it is for the hourly workers and their families. The boss is an employee, too. If he is treated like one, he may be surprised, but is likely to welcome the attention.

Copies of the magazine should be

(Continued on page 9)



"Don't check my references.
I want to get this job on my own"

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Bringing the company's stock back home

How a Wisconsin utility company developed an effective PR program to increase its home-state stockholders

By M. H. Frank

Executive Vice President
Wisconsin Power and Light Company

PUBLIC RELATIONS PEOPLE know that in setting up any PR program, the first step is deciding just what the program is meant to accomplish.

In organizing our continuing program designed to "bring our stock back home," we hoped to achieve five objectives.

1. Create a favorable atmosphere for major financing to meet the need for large investments in new generating and transmission facilities.
2. Provide an effective answer to the "wolf cry" of power shortage by federal bureaucrats.
3. Organize influential local groups with a financial stake in the company who would be sympathetic to the company and its problems.
4. Establish a two-way channel of communication between the company and a large segment of the local public, and
5. Make the company home-owned as well as home-managed and operated.

It was decided to accomplish these objectives by developing a program which would encourage broad local ownership of the company's common stock.

The original public distribution of one stock occurred back in 1948, when the Northwest Utilities Company and the Middle West Corporation divested themselves of the common stock of Wisconsin Power and Light Company by distributing it to holders of Middle West common stock. As a result, ownership of the company's common stock was widely distributed throughout the United States. A survey showed that only 18 per cent of the common stock was held in Wisconsin by 21 per cent of the total number of common stockholders.

The specific objective of our "bring

the stock back home" campaign was to increase both shares and owners in Wisconsin to more than 50 per cent. In order to accomplish this, it was decided to develop a program which would appeal especially to Wisconsin investment dealers and Wisconsin stockholders of the company.

To begin with, we had a series of stockholder committees which had been set up in the middle 1930's to deal with an earlier problem in stockholder relations. When our new program began in 1951 and 1952, it was decided to arrange a series of stockholder meetings with the old stockholder committees acting as hosts.

First, it was necessary to decide upon the type of meeting and to develop informational material which would be of interest to a typical cross-section of stockholders. Surveys of stock ownership revealed the following holdings by occupations:

	Common stockholders	Preferred stockholders
Housewives	16.9%	33.5%
Farmers	2.7%	7.3%
Retired	19.4%	19.0%
Skilled Labor	7.0%	10.2%
Professional	22.4%	12.2%
Clerical and Sales	13.4%	8.7%
Executives	14.1%	4.2%
Others	4.1%	4.9%

M. H. Frank, Executive Vice President and Director, Wisconsin Power and Light Co., Madison, Wis., President of PRSA's Wisconsin Chapter, has been active in the Wisconsin utilities field for 41 years. Born in Niles, Michigan, he graduated from Purdue with B. S. and E. E. degrees, and started business life in railroading. He spent 6 years in engineering positions in the midwest before his first electric power job in Fond du Lac in 1918. Rising through the ranks he served as Vice President of his present company for 12 years before assuming his present position in 1950, where his duties include responsibility for public relations operations.



Newsboy Dick Nack, second from left, receives his stock certificate from the author, acting in his official capacity. Dick's purchase of five shares of common stock early in 1952 brought total to fifty per cent of common ownership into Wisconsin for the first time.

Accordingly, a comprehensive exhibit was developed which it was believed would interest most stockholders. This display featured the territory served, the basic facts about its economic growth, and its needs for additional power facilities. The center of the exhibit is an illuminated map of the service area with principal power plant locations spotted by stars which flash on as the picture of the corresponding plant is shown. The center section is flanked by panels on which are vital statistics about manufacturing, agriculture, and trade in the territory.

It was felt that this type of dramatic pictorial presentation would have more interest and meaning for our stockholders than a purely statistical report. Company stockholders generally are non-professional investors; their average holding is about ten shares of preferred and about one hundred shares of common stock.

When the exhibit had been completed, stockholder committees were contacted and the plan for stockholder



meetings explained to them. They were asked to serve as hosts at these meetings. A suggested letter of invitation to all stockholders was developed and submitted to the committees. This letter, when approved by the local committee, was sent to all stockholders in the particular area. In addition, small advertisements were run in local newspapers, and where radio was regularly used by the company, announcements reminded stockholders of their scheduled meeting.

During the first half of 1952, a total of 20 meetings was held and attended by a total of 1,515 stockholders and their friends. These meetings were held at 10 different locations.

At these meetings, the great majority of stockholders for the first time met the officers of the company. After the business part of the meetings had been completed, refreshments were served, and the officers mingled with the stockholders on an informal, chatty basis. Stockholders found that management was made up of human, friendly folks like themselves.

Following is a typical program of one of these stockholder meetings:

General Meeting of Beaver Dam District Stockholders, March 20, 1952

Opening remarks—W. R. Bussowicz, Chairman, Beaver Dam Stockholder Committee

Welcome on behalf of company—A. A. Buss, District Manager, Beaver Dam District

Introduction of M. H. Frank—W. R. Bussowicz

Report to Beaver District Stockholders—Executive Vice President

Question and Answer Period—Refreshments, Discussion and Visiting

Every possible use was made of these meetings to enlist the interest and support of and to focus attention on existing local stockholders. Not only were there the paid advertisements and radio announcements of the meetings, but after each meeting, the complete stockholder program was written up and released to local newspapers with pictures of the exhibits. This procedure proved an effective means of presenting in the local press the company's financial plans and a review of its operations.

News stories reporting the stockholder meetings appeared in 53 local newspapers during a period of three months.

As in the stockholder meetings described in the foregoing, stockholder committees have acted as hosts at open house celebrations at new generating stations. Invitations to attend special stockholder days set aside for inspection of the new facilities were sent out by the stockholder committees. These stockholder open house days also have been thoroughly covered by news releases to the local press.

At a special open house celebration at the completion of the new \$9,000,000 addition to the Edgewater plant, 7,500 people attended.

Early in 1952, a celebration was held

which marked the success of the program in promoting ownership of the company by local investors. On that day a certificate for five shares of common stock was presented to Dick Nack, 15-year-old news carrier boy for the Sheboygan Press. Young Dick purchased this stock from his earnings. As closely as the company could figure, Dick's purchase put the Wisconsin ownership of common stock over the 50% mark.

A testimonial luncheon was held for Dick, and he was given a personally escorted tour of the company's \$9,000,000 power plant addition at Sheboygan with the author, in his official capacity, accompanying him as guide.

This human interest story was widely used by the newspapers in the company's territory. Moreover, the company told the story of Dick Nack in paid space.

An interesting footnote to Dick Nack's story is the fact that it was made on his own initiative. He went into a local broker's office seeking an investment for his earnings and said that he had considered Wisconsin Power and Light Company securities because of his interest in engineering and because he had heard about the company's new power plant at Sheboygan.

Very recently another interesting by-product of the company's emphasis on home ownership of its stock came to light.

Seeking to give their children some practical education in economics, parents of a 13-year-old girl encouraged her to save her money and buy a few shares of stock. From her earnings as a baby sitter, the 13-year-old purchased shares of Wisconsin Power and Light Company and one other local concern.

When the youngster received her first Wisconsin Power and Light Company dividend check, she took it to school. This started a chain of events—a discussion of where it came from and why—the function of the stock market—the purchase of shares in American businesses—and finally an invitation to a member of an investment house which was accepted to tell the eighth grade class of the 13-year-old more about how American business is financed through a free securities market.

Telling about this experience in a letter to a company officer at the headquarters of Wisconsin Power and Light Company, the father said, "It seems to me that if our future Americans



From her earnings as a baby sitter a thirteen-year-old Stevens Point, Wisconsin girl purchased stock in the company. When she received her first dividend check she took it to school. The entire eighth grade class at St. Stephen's parochial school took part in the discussion of investment under the American economic system. Above, the Catholic sister and class listen as a community stockbroker and the baby-sitting stockholder discuss the mechanics of finance.



Company home economists usually prepare and serve refreshments after the stockholder meetings.



The visiting and refreshment period at the conclusion of the general stockholder meetings offers an opportunity to get to know each other better over sandwiches and coffee.

are going to understand the profit and loss system, and if they are going to know and be interested in the free enterprise system, they should get the type of background we've been trying to give our children, even though it may cause inconvenience to a concern like yours to have to monkey around with a share or two of stock."

The cost of the entire stockholders' program has been exceedingly modest; there was no special appropriation for paid space or radio time. Space was paid for from the existing budget allocated to public relations advertising, and radio commercials relative to the stockholders' meetings were substituted for the commercials carried on the company's regular radio programs.

The original cost of the special display was \$1,750. Since the exhibit is

of a permanent nature and can be used for several years with minor changes, it reasonably can be written off over a period of time.

Direct costs incidental to the meetings — hall rental, refreshments, stockholder letters, etc., totaled \$525.

This program made a very definite contribution to achieving the following results—

1. More stockholders live in Wisconsin than in all other states combined. At the present time, 12,966 common stockholders, or 53.3 per cent live in Wisconsin, and they own 53.2 per cent of the total common stock, or 1,223,065 shares.

2. A total of \$20,000,000 of new financing was successfully carried out in 1951 and 1952; some of it at the lowest cost in the history of the company.

3. Two issues of preferred stock were oversubscribed by present holders, and close to 70 per cent of common shares offered under rights were taken up by present holders.

4. The company now has a force of 24,500 local stockholders to whom it can disseminate information about the company and the industry. These individuals, in turn, feel free to advise local management personnel of any developments affecting the interests of the company, thus providing a two-way channel of communication.

This large group of citizens now provides a local audience for material relative to the industry and the company. Quarterly dividend enclosures, annual reports, and special reprints of material from many sources are mailed to the stockholders. • •

Are house magazines expendable?

(Continued from page 6)

sent to the local papers and radio stations. Before an issue goes to press, select one or two stories — but not too many. Get them in proof form a few days before publication date. Send these proofs to the local editors, in advance. Treat these stories as if you think they are important — your judgment will influence that of the editors. One editor writes up regular press releases on the three best stories each month, and sends them along with the proofs. That is the most productive way of all,

in getting publicity for the magazine and for the editor, outside the plant.

Fortune Magazine recently devoted an article to house periodicals, entitled "How to Play The House Organ," adopting a questioning tone as to whether the \$100 million spent on them by industry is well spent. Editors, whose bread and butter depends on house magazines, can't afford to ignore signs of the times such as that.

The editors have an answer, a telling and convincing one. The house magazine is one of the most productive publicity vehicles that industry possesses. Through the quality built up especially in the past 10 years, it has gained

amazing readership and acceptance by employees, the most important of all publics to management. As the editor sells management on his magazine's purposes, he also should sell his readers on the management. He should extend the readership as far as he can outside the plant. By such means he can build up an impregnable fortress. The house magazine that follows these lines of activity can make itself indispensable. • •

Error of opinion may be tolerated where reason is left free to combat it.
—Thomas Jefferson



The traveling boudoir helps Elsie cover thousands of miles yearly as she tours cities throughout Canada.

How We Did It —

How The Borden Company's Canadian Elsie program serves the interests of the country by raising funds for needy institutions and charities

“ELSIE” IS KNOWN AS the Borden cow by eight out of every ten Americans. She boasts an equally high Borden recognition rating in Canada although she got a much later start here as a flesh-and-blood trademark. Now in her fourteenth year in a public relations role in the United States, she did not acquire a Canadian counterpart until 1949. But by then she already had won a good following here, for an American Elsie had visited Canada on three different occasions. Her ready acceptance prompted us to institute our own traveling Elsie program.

The Canadian program is based on the idea that Elsie can best serve Borden's by helping serve the interests of this country and its people. Canadian service clubs and newspapers have long been noted for their fund-raising efforts in behalf of needy institutions and charities. Therefore, what could be more natural than to have her offer a helping hand to such worthy causes?

We first tested this idea in 1941 when we invited the American Elsie to bring her colorfully furnished boudoir to the National Canadian Exhibition in Toronto. On this initial Canadian visit, she helped the *Toronto Telegram* raise money for its British War Victims Fund.

By John W. Lawrence

Vice President, Public Relations, Advertising
and Sales Coordination
The Borden Company Ltd.

In 1943 she paid another visit, touring department stores in Toronto, Ottawa and Montreal to help raise money for the Kinsmen's Club, which was then seeking funds to ship powdered milk to British children. The American Elsie's third visit came in 1947 when she once more appeared at the Canadian National Exhibition under the auspices of the *Toronto Telegram*.

The American Elsie's success was so gratifying that by 1949 we decided to create an all-Canadian set-up, with our very own Elsie and boudoir. Our experience in having Elsie's visits co-sponsored by a newspaper, with service clubs or hospitals sharing funds raised at such appearances, had convinced us that this was the logical course insofar as Canada and Canadian ways were concerned. So we devised a program which has proved so successful that Elsie tours are operating on an annual basis for the fifth year now.

The program got under way in 1949 when the Santa Claus Fund of the

Toronto Star, Canada's largest newspaper, agreed to co-sponsor Elsie's appearance at the Canadian National Exhibition and share in the donations received. Under this plan, the other



The Mayor of Hamilton, Ontario, gives Elsie's hoof a shake of welcome as her attendants look on.

sponsors and fund recipients are the Hospital for Sick Children, whose share is to equip and operate a milk formula room for infants, and a service club which, at our suggestion, changes annually. The newspaper and the hospital remain year-to-year participants.

This agreement has now been renewed for the fifth consecutive year. Why? The long line-ups in front of the Elsie booth and the daily tinkle of coins in the donation boxes at the entrances have convinced one and all of the glamorous bovine's tremendous and lasting public appeal. In 1949, Elsie raised \$31,980, about half in Toronto and the rest on visits to other cities in Ontario and Quebec. Exactly 680,367 persons, or approximately one out of every 19 of the then 13,000,000 people in Canada, visited the Elsie exhibit!

Since Elsie first invaded Canada 12 years ago, she has been seen by more than 3,000,000 persons who voluntarily donated more than \$154,000 in various fund drives which the Borden cow has helped spark. Borden's pays all expenses for these Elsie appearances, even though the company name doesn't appear in the booth—except in a small sign identifying the Borden cow portraying the company's famous bovine in the show. And the service clubs make no deductions from the gate receipts for any of their costs. Thus, the gross becomes the true net.



Visiting hospitalized youngsters is a "must" with Elsie. Here she is greeted by patients at the Hospital for Sick Children at Thistletown, Ontario.

Not all of the \$154,000 has been raised in Toronto. Since 1949 marked the 50th anniversary of Borden's establishment in Canada, we had sent Elsie on a tour of the several smaller cities where she appeared in department stores here, and a regional fair there. Then, and since, she has done quite a bit of non-Toronto visiting, making her trips in a specially built van from her year-round headquarters at Borden's Dairy Farm at Ottawa.

If one test of success of a Broadway production is the day it sends an offshoot road show, then Elsie is an established Canadian institution. In 1952, what was literally an Elsie "road show" took to the small-city and rural-town circuit in Ontario, then headed 1,500 miles east to the Maritime Provinces which had been pressing for four years to have Elsie visit them. For this trip, a new van with a built-in boudoir was engineered—with drop ramps at one side to admit the crowds. There again, success was the theme.

The PR result: The gratifying results of our Elsie adventure brings its own problems. We have requests for her appearances all the way from the Pacific province of British Columbia to the Atlantic provinces which want her back again this year. Friendly pressures upon us to extend her tours Canada-wise are illustrated in a public attitude survey conducted in 1951 by the Elliott-Haynes research teams throughout Canada. Elsie was correctly identified as "The Borden Cow" by 81% of Canadians surveyed.

I have written throughout of Elsie,

but she has not been alone. During the war, and in her first post-war appearance in 1947, was accompanied by her daughter, Beulah. For the past five years, her baby son Beauregard has been a co-star.

Outside of Toronto, where her extramural program is confined to a visit to the convalescent branch of the Hospital for Sick Children, Elsie and Beauregard have a time-tested routine on their tours. In most towns or even large cities, they are formally received by the mayors and given symbolic keys to the city before their appearances in their boudoir. They visit hospitals requesting their appearances; we Borden people rightly consider these to be "command performances." And they often head parades through cities and towns in which they go on show.

To return to the happy embarrassment of riches which now confronts us in Elsie's popularity, Elsie had to travel 4,000 miles last Summer to reach and tour the Maritime Provinces. It cannot be long until we who direct her tours have to give earnest consideration to the invitations which British Columbia—and that's one of our big and growing markets—has sent us for several years. But, when and if we do, we will have to provide for a schedule which will roll into 7,500 miles.

Sometimes, to dust off a non-bovine expression, we think we have a bear by the tail. But if all the bears of the business world were as merry as Elsie and brought such a pre-assured dividend of goodwill to a company, we could bear them cheerfully. • •



Selecting a proper party bonnet for Elsie is part of the job for this pretty "lady in waiting."

Highway public relations

Courteous actions — conduct, not publicity — are the key to the Pacific Intermountain Express Company's effective PR program

By Lawrence Priddy, Jr.

Director of Public Relations
Pacific Intermountain Express Company

THE FREIGHT TRANSPORTATION INDUSTRY, of which the long-haul motor freight carrier is an important part, operates in a big goldfish bowl. It comes in contact with or is seen in action by millions of people every day. These people are sometimes shippers, sometimes bystanders, sometimes travellers, or sometimes legislators—and, sometimes, all four at once. The industry, therefore, has a very large and heterogeneous public under whose eyes and for whose convenience and service it operates.

One part of this industry—the common carrier of freight over the highways—is the group in the business of transporting the goods of others from state to state. Pacific Intermountain Express Co. is in this category and operates on the public highways eastward and westward between the Los Angeles and San Francisco-Oakland areas in California and Salt Lake City, Denver, Kansas City, St. Louis or Chicago. It owns and operates about 600 vans or trailers and 250 tractors or automotive power units over assigned routes. Its very use of these highways depends upon public permission granted through various bodies such as the Interstate Commerce Commission and the state regulatory organizations.

P-I-E has an enormous public relations problem—to operate to the satisfaction of its shippers, its stockholders, and the various regulatory bodies. And it operates in the limelight.

There is a basic philosophy running through the entire truck driver public relations program of this company. It is that good public relations is *not* publicity but a policy, made effective by

practice, of conducting its business to win the respect and goodwill of the public. Action, not words.

The 491 drivers who operate its rolling equipment over the highways and the men in the background who maintain this equipment are looked upon as public relations men. The entire P-I-E family sees itself in the same light. They all do their best to be "good citizens of the highway."

P-I-E's highway public relations program starts with the first contact the intercity driver has with the long-haul motor freight carrier in the pre-employment interview. The applicant is screened physically, mentally, and experience-wise by driver supervisors who want to be sure that he is physically qualified by eyesight, strength, and alertness; that he is mentally alert, able to think for himself and his company while on the road; that he has an intimate knowledge of highway regulations; and that he has had experience enabling him to handle equipment with skill, safety and courtesy. If the driver-

LAWRENCE PRIDDY, JR., has been active in public relations and PRSA circles for many years, mostly in the East. He became an enthusiastic Westerner last year and writes from his experience as Director of Public Relations of Pacific Intermountain Express Co., Oakland, Cal. He is a member of PRSA's San Francisco Bay Area Chapter, The Press & Union League Club of San Francisco and The Public Relations Society (New York). He has long been interested in PR placement problems and studies relating to development of opportunities for young people entering PR work.



Out-gate reminder sign says: "Think. Drive Safely. Control Smoke And Noise. Be Courteous. Beyond These Gates You Are P-I-E."

applicant is accepted for employment, he is given further training and tests. His physical and mental abilities are rechecked at least once every year after employment and by constant supervision. He is trained by experienced men and tested before being allowed to drive alone. He must know Federal and State and company regulations. He must know how to give first aid to people and to equipment, to aid both company rolling stock and passenger cars in trouble along the road.

Every line driver is given a booklet setting forth the company's driving rules. Its foreword contains the following observation—"This company wants well-instructed, alert operators, who conduct themselves and their trucks, at all times, in a manner creditable to the company and the trucking industry. The reputation and success of this company depends upon the care and promptness with which its business is conducted and the courteous manner in which the public is treated by employees."

Again—action, not words! Conduct, not publicity.

At another place in the driver's handbook, portions of his instructions further reflect the company's public relations policy. He is responsible, among other things, for—

"The safe, careful, and efficient operation of equipment to which assigned.

"Observation of all laws and regulations governing the operation of the equipment he drives.

"Proper off-duty personal conduct.

"Courteous behavior to other users of the highway, aiding them when in trouble, so far as is consistent with good operation and judgment."

Again, the handbook states—"Safety meetings will be held from time to time at various terminals or division points. It is required that all drivers attend these meetings in the interest of safety, public relations, and the improvement of their work." Note the last sentence and its emphasis on public relations. The drivers are also forbidden—"under any circumstances to wear a P-I-E cap badge into any public bar, tavern, or cocktail lounge. Such practice will reflect discredit upon yourself and P-I-E."

P-I-E drivers, in common with many other highway carriers' employees, are instructed and authorized to delay their schedules to render assistance on the highway to passenger cars in trouble. It goes without saying that such help is rendered without charge. The company's files contain hundreds—450 in 1952 alone—of *unsolicited* letters from people aided by its drivers on the highways. Every driver praised by such letters gets a personal letter of commendation from the company's chief executive and a copy goes into his personnel file.

P-I-E's drivers are ordered to pull off the road at intervals if a line up of cars is trailing. They must keep at least a mile behind any other P-I-E truck. They never contest the right-of-way. They dim their lights at night when another vehicle approaches and

many other little things which are cornerstones of their public relations program.

The intercity driver's tractor contains equipment enabling him to render first aid in case of mishaps on the road. With the aid of flares, he is able to warn approaching motorists there has been an accident or a blockade on the road ahead. His fire extinguishers are used frequently to put out blazes in automobiles in trouble. His tow chain is used to pull cars in distress or to help those stranded in the snow. In addition, he carries, as standard equipment within his tractor a tool box, a first aid kit, several kinds of jacks, a shovel, skid chains, wheel blocks, and flags.

Highway courtesy program

Another important cog in the highway courtesy program of P-I-E is the driver supervisor and driver foreman. There are 16 of these men and they have two jobs. The first is to supervise drivers to see that they operate and conduct themselves in accordance with all relevant regulations. The second is to stop and render help to stranded motorists. They drive 9 specially designed station wagons with P-I-E painted on each side, the rear of the car and the front roof slope. They carry their broad knowledge and experience with highway problems, their training and experience in human first aid, and \$500.00 worth of special equipment in each highway courtesy car to help those in trouble. The rear of the station wagon opens up and they have fire extinguishers, blankets, spare gaso-

line, camera, emergency road lamps, and spare car parts available for instant use. (See photo below.)

The professional truck driver is highly thought of by all law enforcement agencies and is a good citizen on the highway when it comes to helping those in trouble. The Sheriff of Clark County, Nevada, wrote last fall, after reciting the story of a highway accident in which a P-I-E driver helped save a life, "It is my opinion, after 33 years' experience in policework, that most any truck driver . . . should be commissioned a Special Officer on the highway. Ninety percent of the standard road courtesies have been born and put into common effect by truck drivers. . . . In the 7 years that I have been in this office, I do not recall a legitimate complaint coming to this office against a truck driver."

What are the results, you ask, of this positive highway public relations program? P-I-E feels that its highway courtesy program has paid for itself many times, principally in two ways.

Hard as it usually is to show how good public relations actually has positive effects on the sales curve, this company can actually prove that it has enjoyed business with both new and former customers as a direct result of its drivers good public relation actions.

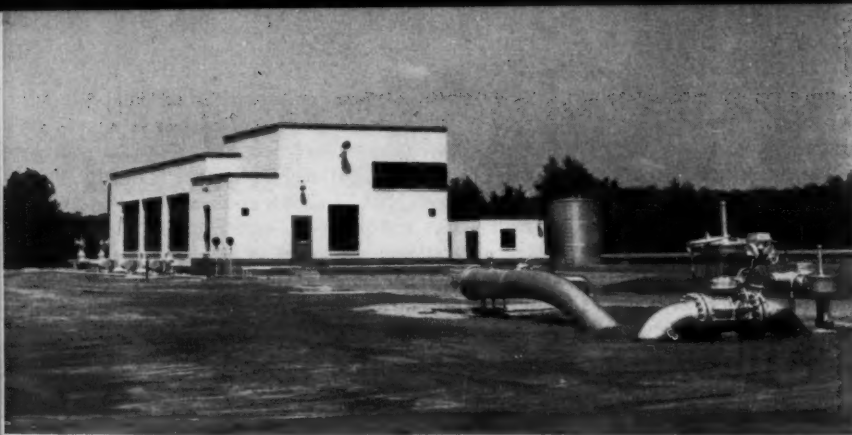
The other big payoff comes in the many letters of thanks and appreciation P-I-E receives, in the flood of employment applications it gets from good men all over the country who *want* to drive for it, and in the positive effect being a "good citizen of the highway" has upon public opinion as indicated by professional polls. • •

Distressed car being pulled back onto highway in open country.



A driver supervisor shows emergency equipment carried in rear of highway courtesy car for use in mishaps.





An electric-powered pumping station at Hornsby, Tenn., typifies the "good housekeeping" facilities that Mid-Valley maintains in all its stations. Maintenance of neat and clean facilities is a "must" on the company's list of responsibilities as a good neighbor in every community with which it has become identified.

PR pattern for pipeliners

How Mid-Valley Pipeline Company tackled the job of gaining and maintaining the goodwill of landowners and others affected by the operations of a 1,000-mile carrier of crude oil . . .

By J. P. Parker

Industrial Relations and Safety Director
Mid-Valley Pipeline Company

AS A "LONG-DISTANCE MOVER" of crude oil from Texas to Ohio, our company faced the same basic public relations problem presently confronting every oil and gas pipeliner: how to gain and maintain the goodwill of property owners and tenants whose land is traversed by a pipeline.

Formed in 1949 by the Sun Oil Company and The Standard Oil Company (Ohio), the Mid-Valley system was built and put into operation in rapid order; in fact, by the spring of 1952, the company had established operations in 13 communities spanning a seven-state area from Longview, Texas, to Lima, Ohio.

During the early days of line construction and initial operation of various

sections of the line, we stumbled into rumblings of dissatisfaction among landowners regarding poor right-of-way cleanup, maladjustment of damage claims, and so on. Every effort was made to take care of these complaints and grievances. Yet, in many instances, even after remedial measures were taken, landowners still were not completely "sold" on Mid-Valley as an organization. Also, it was a "stranger" and a "newcomer" to townspeople in communities closest to the line.

Seven-purpose program

How could we best get our story across to our property owners and neighbors?

From our search for a solution

evolved a seven-purpose program of public relations whereby we endeavored to:

1. Establish more friendly relations with some 4,000 landowners.
2. Improve relations with the company's neighbors and friends, by giving local residents and business leaders of 15 communities a clear, close-up view of Mid-Valley—who we are, what we do, where and how we operate as a "prime mover" of crude oil.
3. Give these friends and neighbors a quick picture of the petroleum industry generally and of Mid-Valley's participation particularly as the "main line of the mid-continent area."
4. Provide *everyone* affected by our operations with a clear, concise expression of company policies on right-of-way maintenance, local employment practice, purchasing procedure, etc., thereby promoting wider knowledge and broader understanding of such policies by landowners, neighbors and others.
5. Accomplish the same basic goals with employees and suppliers interested in the company's continued progress.
6. Point up the economic import of the petroleum industry to the nation and call attention to Mid-Valley's specific contribution in this connection to the areas encompassed by our operations.
7. Stimulate greater goodwill and spur wider recognition of the company as a progressive industrial citizen—an American enterprise in an American industry promoting progress by typically American methods of initiative and persistence.

These, then, were the objectives. To accomplish them, we forged and tem-

J. P. Parker is a comparative newcomer to public relations work. He received his PR "baptism of fire" in the pipeline transportation branch of the oil industry when he was called upon to direct and coordinate Mid-Valley's program shortly after joining the Industrial Relations and Safety Department of the company last November. Prior to this he was a Special Agent for the F.B.I. for two years, and was associated with the Chesapeake & Ohio Railway Company and the Newport News Shipbuilding & Dry Dock Company. During World War II he was in the U. S. Navy Air Corps.



pered our PR program with three basic tools; their utilization was carefully coordinated to achieve maximum coverage and effectiveness.

Descriptive brochure prepared

The first step was a specially-prepared descriptive brochure. Based on the theme, "You and Mid-Valley . . . partners in progress," it was designed as a picture-style, 32-page (9" by 12") booklet "presenting a portrait of a pipeline at work serving mid-America."

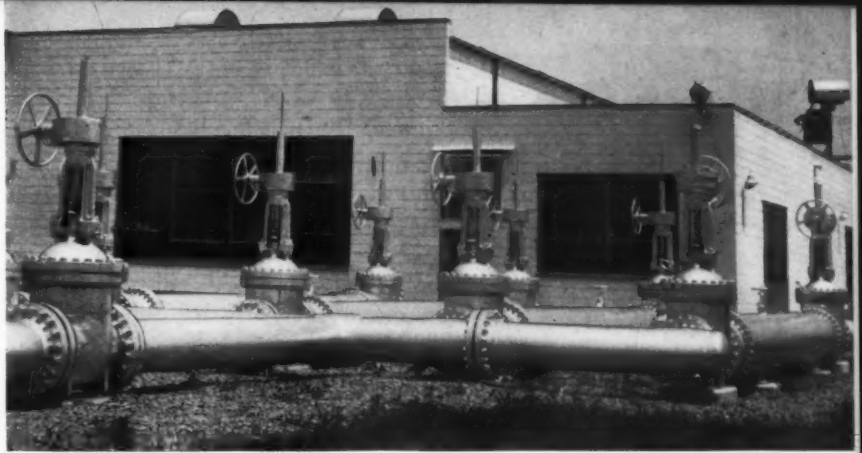
Non-technical, liberally illustrated, this booklet tells and shows why petroleum promotes progress, how Mid-Valley pushes petroleum through a pipeline, and the scope of "Mid-Valleyland." Detailed treatment is given to Mid-Valley's main mission of economical oil transportation, how Mid-Valley moves oil and what it takes to transport 235,000 barrels a day from Longview, Texas, to Lima, Ohio. Highlighted in this connection are dramatic views of the various types of equipment used in Mid-Valley's eight diesel and five electric pumping stations; the important part communication plays in oil shipping; and how maintenance, safety, and good housekeeping also vitally affect pipeline transportation of oil.

An outline of Mid-Valley men and management, their aims and objectives, and the company's role as a citizen and neighbor in the communities where it operates and maintains facilities, concludes the interesting presentation. By means of this brochure, we give the layman a kaleidoscopic view of the company's activities and operations, quickly grasped and easily understood by anyone not familiar with the organization. At the same time, it serves as a vehicle for public expression of our policies and aims.

Landowners visited

The second step in the program consisted of *personal visitation* of 4,000 landowners by pump station foremen or

Shown at right are a group of "Mid-Valley Pipeliners" who are typical of the company's 150 employees. These men, and others like them, think in terms of barrels of oil per mile per hour, and run the pumps, check the pressure, and do all the other things necessary to keep oil flowing on schedule from the oil fields of Texas, Louisiana and Arkansas to petroleum refineries in Ohio and Kentucky.



Pushing petroleum by pipeline from Texas to Ohio, via Mid-Valley, takes eight diesel-powered pumping stations—like this one at Clarkson, Ky.—plus five electric pumping stations.

other selected company representatives. Attention of every property owner was directed to some of the more important factors cited in the booklet relating to him as an individual.

The station foreman and the landowner likewise had an ideal opportunity to *talk over together* damage claims or other right-of-way problems on a frank, friendly basis. Many property owners welcomed and appreciated such a visit; they had not seen a Mid-Valley employee since the day they had received the roddage and/or damage check from a company agent.

Open house

Following these personal visits, we held for the public a whole series of two-day open houses—one for each of 13 different stations in as many locali-

ties—which, in effect, amounted to a 1,000-mile-long open house.

Foremen extended personal, written invitations (and a map giving directions) to landowners to attend open house at their nearest Mid-Valley station. Officials of Chambers of Commerce, service clubs, other civic associations and social groups in each community were similarly contacted. News releases and pictures in advance of the event were sent to the local papers. Extra efforts were expended to make every station spic and span.

Employees act as hosts

Voluntarily, on their own time, our employees and their wives acted as company hosts, resulting in a congenial atmosphere that made visitors feel com-
(Continued on page 17)



The NSTA Packet Service

Industrial concerns and educators are cooperating to meet the problem of evaluating and distributing useful materials to schools through the use of the National Science Teachers Association's Packet Service

By Elbert Weaver and Lou Stark*

FOR MORE THAN SIX YEARS, a number of industrial companies have been availing themselves of a unique and effective method of reaching teachers through a service of an established educational association. The teachers are the 6,000 members of the National Science Teachers Association, of Washington, D. C., and the medium through which industry reaches them is known as the Packet of Science Information for Teachers, or, more informally, the "NSTA Packet Service."

The first Packet was mailed to NSTA members in March 1947. It contained ten pieces of literature from as many different companies, associations and scientific organizations. One was a booklet on engines provided by General Motors; another, on the role of timber, was made available by American Forest Products Industries; the Aluminum Company of America provided a booklet on the history, chemistry, and uses of aluminum; U. S. Rubber on synthetic rubber; the Cereal Institute on nutritional values of cereals, and so on.

Standard set

This first Packet set the standard for the ones that followed. To date, 24 packets have been sent to NSTA members, each with from eight to ten items in it on different subjects of interest to science teachers. The 190 different booklets in these packets have brought science teachers and students a truly impressive panorama of scientific information. The 120 companies, associations and scientific organizations that

have made Packet materials available include most of the large industries in the country and also most of the companies that have taken a leading role in industry-education activities. Several sponsors have used the Service repeatedly. du Pont has been represented in ten Packets, American Forest Products Industries in eight, General Motors in six, Bituminous Coal Institute in six and United States Steel in four.

Method of selection

Even before Packet Service got under way, educators and industry people both realized that some method of selection would have to be used for Packet materials. The NSTA took the position that the material would have to "contribute effectively to the educational program as approved by the responsible educational authorities," and that it should "contain no direct sales promotion." They appointed a committee of science educators to work with the Consumer Education Study of the National Association of Secondary School Principals in an effort to determine acceptable criteria for evaluating industrially sponsored materials. The same committee was also to make recommendations on physical and content specifications and on the kinds of materials needed by teachers. The findings of this committee were published in 1946 under the title of "Specifications for Commercial Supplementary Teaching Materials for Science." Although "Specifications" does not provide any handy rule of thumb for determining whether or not a piece of material is suitable for Packet Service, it does serve to get sponsors thinking about standards and criteria for

materials destined for science teachers.

The matter of evaluation soon came under consideration of the newly organized (1947) Advisory Council on Industry-Science Teaching Relations composed of ten educators from NSTA and ten representatives from industry. The Advisory Council has since devoted many hours of thought and discussion to evaluation of materials. One point repeatedly emphasized has been that "evaluated" materials are not the same as "approved" materials. The function of evaluation by educators has been primarily to protect the schools from a barrage of sales literature and admit only those pieces of genuine educational value. Acceptance by evaluators does not in any way imply endorsement of the materials as curriculum pieces.

Science educators help

Today NSTA calls upon approximately 115 experienced science educators to help in the job of professional evaluation of industrial materials. Every item destined for Packet Service is read by at least fifteen of these men and women. At least ten of the reviewers must place an average high evaluation on the item before it is admitted to the Packet. If three reviewers feel that it is unfit, it is rejected. Mr. Robert Carleton, Executive Secretary of the NSTA, has pointed out that while many items are rejected, the percentage of rejections has decreased during the last three years. He says he is not sure whether that is because the educational value of items has improved or because the reviewers have become less severe in their judgments.

From three to five Packets are issued a year, depending upon the number of materials available. At first, Packet Service cost NSTA more than they received from participating companies, but today the Service is on a completely self-supporting basis. A charge of approximately six cents apiece (depending upon weight, handling characteristics, etc.) is made for each item sent. Some of this money goes to science students in the Washington, D. C., area who earn money for their science clubs by collating Packet materials for NSTA. Only a very narrow margin is left to cover cost of time of NSTA personnel.

Basic mailing list for the Packets is the 6,000-odd membership of NSTA plus additional subscribers to NSTA's journal, *The Science Teacher*. However, as the Packet Service has matured,

(Continued on page 18)

* Elbert Weaver is Science Master at Phillips Academy, Andover, Mass., and Lou Stark is Manager of School Service, Westinghouse Electric Corporation.

PR pattern for pipeliners

(Continued from page 15)

pletely at ease, and "right at home."

They came. They saw Mid-Valley at work. They returned to their firesides with a better understanding and broader appreciation of the company, its facilities and operations, its aims and objectives.

Altogether, between 2,500 and 3,000 people visited our 13 pumping stations, even though many of the areas traversed by the line are sparsely settled. Too, these stations are located in out-of-the-way places not too readily accessible by car—anywhere from 2 to 10 miles out of town.

Results

The program has produced many worthwhile results, which exceeded expectations. First, long-standing grievances and complaints of many landowners have been brought to light—either through direct contact with foremen or correspondence with our home office—so that prompt remedial measures could be taken. Property owners now have a far more friendly feeling toward the company.

Again, everybody—our own employees included—learned more about our company's operations, how we function as volume transporters of crude oil, and what we as an organization contribute to community growth and development in the areas where Mid-Valley operates. A "bonus benefit" realized is the increased stature of our foremen in the eyes of their respective communities as representatives of the company. The feeling that they are integral members of the Mid-Valley "team"—that they are part and parcel of progressive management—was brought home to our foremen with new forcefulness and clarity.

Program emphasized job importance

And for other station employees, this program—particularly the booklet and open house phases—served to re-emphasize to each individual why his job is important. Likewise, they gave families a better understanding of their man's job. Last but not least, the program has fostered a stronger feeling of friendliness and bond of cooperation between management and employees, creating a new spirit of working together for mutual benefit.

Religious leaders study PR

PROFESSIONAL RELIGIOUS LEADERS, whose humanitarian efforts are the envy of all public relations practitioners, nevertheless feel a pressing need for greater knowledge in the practical aspects of everyday public relations for the religious organizations they represent. Preachers and ministers agree that closer acquaintance with the public relations programs of business and industry could be of particular assistance to the well-being of local churches. This in turn implies that the community relations program of any business or industry should, on a non-sectarian basis, volunteer advice and aid to the churches.

These were some of the conclusions brought out at the Fifth Annual Ministers Convocation at the University of Southern California recently during a panel discussion by five members of the Los Angeles Chapter of the Public Relations Society of America.

Large attendance

The panel, first of its kind at the Convocation, proved to be the most popular of the six seminars meeting at the same hour. It was attended by more than 60 of the 300 ministers registered for the Convocation.

Ned Weiner, Director of Public Relations, Los Angeles Chamber of Commerce, was Chairman. Other members of the panel were John H. McCoy, Supervisor of Public Relations, The Fluor Corp. Ltd.; O. S. Aultman, Public Relations, California Bank; and H. H. Roberts, Assistant Manager, Public Relations Department, Standard Oil Company of California.

Fields arranged seminar

John E. Fields, Vice President of the University of Southern California and of the Los Angeles Chapter of the PRSA, arranged the seminar.

"Religious leaders should think first

in terms of basic policies, and then communicate these policies to their various publics," said Weiner, in opening the seminar. "All types of public relations media should be explored, and a definite long-range program established."

Gain in PR know-how

McCoy told the ministers that they could gain much in the way of public relations know-how by consulting fund-raising firms, learning more about survey work, getting acquainted with PR literature, and orienting their members thoroughly in the over-all church program.

"Then with a confident approach, churchmen can more easily stress community services and handle the 'external' objectives of the program," McCoy said.

Seminar attendees were presented with a bibliography of literature* pertaining to the church and public relations by McCoy.

Questions concerned techniques

Questions directed at the panel by the ministers were concerned primarily with techniques of reaching the public and with fund raising. The panel members spoke of actual methods of reaching the public used by business and industry, and gave examples of good fund-raising practice.

Next year's Convocation will also have a seminar on public relations, according to Fields. "Because of the interest in this area, the ministers have asked us to present another public relations panel," Fields said. "This year's seminar was of value to the panel members as well as the ministers. It gave us, as public relations people, an insight into the types of problems facing religious leaders." • •

* (Single copies of this bibliography of literature pertaining to the church and PR may be obtained upon request to: John H. McCoy, Supervisor of Public Relations, The Fluor Corp., Ltd., 2500 S. Atlantic Blvd., Los Angeles 22, Cal.)

To maintain the goodwill gained, we are distributing among our property owners "farm calendars" giving the name, address and telephone number

of the nearest pumping station and division office to call in the event a landowner discovers a leak or washout of our line on his property. • •

The NSTA Packet Service

(Continued from page 16)

NSTA has learned to serve industries in many varied ways, including use of other mailing lists composed of elementary science teachers (6,000) and non-member science teachers (13,000). In addition, companies which want to send their materials out as individual pieces rather than in a Packet may do so through NSTA. Feelings are divided regarding this use of NSTA mailing services. Some who have used individual mailings feel they bring better returns than mailings in the regular Packet Service. Some feel that Packets carry more prestige with science teachers and that the materials in them therefore get more attention than they would if mailed as individual pieces.

Coupon service

NSTA makes it possible for science teachers to order additional quantities of Packet materials if the sponsoring organization wishes to extend such an offer. During 1952, offers of additional quantities brought back to NSTA headquarters some 10,000 requests for approximately 100,000 additional copies of Packet materials. In addition, NSTA provides "Clip 'n' Mail" service in its



"... and so in all fairness, I must share the credit for my success with my wife, whose constant nagging and insatiable desire for material wealth..."

journal. For a small charge, industries can announce properly evaluated materials in *The Science Teacher* through this service. Teachers clip a coupon from the magazine and send it to the sponsoring industry via NSTA to request materials.

Packet Service is an unusual and very fruitful example of cooperation between industry and education in meeting the problem of evaluating and distributing useful materials to schools. From the teacher's point of view, it provides a source of up-to-date information to help him bridge the gap between the textbook and the rapidly changing world of science and technology. The fact that

all materials distributed through Packet Service are evaluated by professional educators assures him that the materials are well worth studying.

From industry's point of view, Packet Service provides a simple, inexpensive means of bringing useful materials to the attention of an alert professional corps of science teachers, and also an evaluation service that helps insure the ultimate use of the material. • •

Public relations—and the law

(Continued from page 4)

relations men"—dual specialists who can serve both professions (and management) by translating the language and approach of each profession to the other.

An interchange of information and education in this field must result in the desired marriage of law and public relations—in the formation of a team which can perform the type of counselling demanded by policy-making management in a complex and intricate society. • •

The Postmaster Analyzes the Problem He's to Solve

"During 1953, it is estimated that the Post Office Department will transport and deliver more than 50 billion pieces of mail. It pays hundreds of millions of dollars each year for rail, ship, airline and truck transportation. It runs the world's largest savings system with deposits of over two and one-half billion dollars. It is Uncle Sam's best bond salesman, selling more than 25 million dollars of United States Defense Bonds every month. It delivers mail every day to every section of this great country and its possessions—more mail, in fact, than all the rest of the world combined. • • •

"The receipts of the Post Office Department are nearly two and one-half billion dollars. Over one-half million persons are on its payroll. It uses nearly 30,000 vehicles, and operates more than 41,000 offices. Its rural route carriers travel 1½ million miles daily.

"The rate at which our volume is increasing can be judged by comparing the following figures:

(a) In 1940, the Postal Establishment handled 210 pieces of mail for every man, woman and child in the United States;

(b) In 1954, it is estimated that we shall handle 329 pieces of mail for every person in the United States.

"This represents a 94 per cent increase in total volume and a 51 per cent increase in use of the mail per capita in fifteen years. That's a nice sales increase, isn't it? But wait for the bad news. • • •

"The business I am charged to operate, the Post Office Department of the United States, is losing money now at the rate of about \$2 million dollars every working day."

—Postmaster General ARTHUR E. SUMMERFIELD, Addressing The Sales Executives Club of New York, May 26, 1953



MORE POWER FOR YOUR CHURCH

By Willard A. Pleuthner, Farrar, Straus & Young, Inc., New York, 408 pps., \$3.75.

Reviewed by Frederick H. Sontag, Business Week Magazine

Churches in many places are badly in need of sound public relations programs and several top public relations executives, who are active laymen in their churches, have teamed up with Willard A. Pleuthner, Vice President of Batten, Barton, Durstine and Osborn, to write *More Power for Your Church*.

Joseph E. Boyle, Vice President for public relations of the J. Walter Thompson Co., wrote the chapter "Joint Action Brings More Souls, More Dollars"; Lee Bristol, Jr., Assistant Advertising Manager of the Bristol-Myers Company, wrote the chapter on "What About Laymen's Groups?"; Ted Gannaway and Edwin Yowell outlined "Detailed Training and Plan for Every-Member Canvass"; and Charles H. Schmitz, Educational Director of the broadcasting and film commission of the National Council of Churches, prepared the chapter on "Broadcasting and Your Local Church."

Mr. Pleuthner himself wrote the key chapters in the book on some of the following subjects, well-known to the commercial world but generally news to church organizations: "Getting More People into Church"; "Greater Inspiration Through More Congregation Participation"; "Improving the Services Through Every-Member Surveys"; "New and Different Ways of Raising Money for Churches"; "Proved Direct-Mail Plans for Annual Canvass"; "Quotations for Church Bulletins"; "Better Christians Through More Religious Reading"; "Inexpensive Ways to Make Your Church More Inspiring—More Useful."

"*The Living Church*," noted national Episcopal weekly, said in its review of this book that Mr. Pleuthner and his associates had been very successful in showing how modern public relations methods could be used by churches without these methods or the authors being criticized by conservative church people as being too commercially minded.

Part of the reason why this book is doing such a good public relations job for those among the church groups is that two young bishops, both outstanding public relations practitioners in their states, were persuaded to write two of the key chapters. Bishop Wilburn C. Campbell of West Virginia, 6' 3" former New England boxing champion, wrote "Let the People Know Evangelism Through Education" and Bishop Richard S. Emrich of Michigan prepared "Let Your Church Grow by Starting Its Own Mission."

Practicing what he preaches, Mr. Pleuthner has seen to it that the last pages of his book are filled with coupons which the readers can cut out and mail in order to obtain most of the booklets and material described throughout the book. Donald C. Bolles, Public Relations Executive Director of the National Council of Churches, has prepared the most complete bibliography in the church public relations field printed to date. • •

READER IN PUBLIC OPINION AND COMMUNICATION

Edited by Bernard Berelson and Morris Janowitz; The Free Press, Glencoe, Illinois; 611 pp., \$5.50.

Reviewed by Dilman M. K. Smith, Vice President, Opinion Research Corporation

In the past, some criticism has been leveled at compilers who have attempted to assemble a *Reader* covering

a *total* field of endeavor on the theory that the complexities of a *total* endeavor do not lend themselves to an omnibus *Reader* that is all things to all people about all phases of the subject.

Berelson and Janowitz have tackled this formidable job and acquitted themselves in a very commendable manner. They first introduced their *Reader* in 1950. Both practitioners and students in the business of public relations found it extremely useful. Their new edition contains nearly all of the material found in the first edition, plus a very much needed section on methods.

As is customary in a *Reader* they cover a wide range of subjects by means of a series of papers prepared by recognized authorities, with editorial introductions to each section of the text.

Because of the accepted excellence of the contributors, a reviewer certainly cannot criticize individual papers (especially in a brief review). But, as a reviewer, one can certainly make comment upon the selection of material, particularly when the selection excludes material that would increase the usefulness for the *Reader*; for example, two papers seem conspicuous by their absence: W. E. Deming, "On Errors in Surveys" (*American Sociological Review*, vol. 9, 1944) reviews the sources of error by the survey technique, and certainly belongs in the new section on Methodology; also an article by Louis Guttman on scale analysis might well have been included, such as "A Basis For Scaling Qualitative Data" (*American Sociological Review*, vol. 9, 1944) or "The Cornell Technique For Scale and Intensity Analysis" (*Educational and Psychological Measurement*, vol. 7, 1949).

To be of utmost value to both the graduate student and the practitioner, a *Reader* should not only include "well established" papers, but papers that might be described as on the "growing edge"; for example, Warren Weaver's "Recent Contributions To The Mathematical Theory Of Communication" would certainly be appropriate in the section covering the theory of communications; also, the recent work of Fillmore H. Sanford and Irwin M. Rosenstock on the use of projective techniques in attitude measurements are worthy of consideration.

One special word of commendation is due the editors on the very complete and well organized bibliography. It alone is worth the price of admission. • •



NATIONAL OFFICERS of the 350,000-member Future Farmers of America are welcomed by General Electric's Vice President in Charge of Public Relations, Chester H. Lang, prior to a recent tour of the G-E Schenectady, N. Y., Works. General Electric is a charter sponsor of the F. F. A. Foundation and Mr. Lang is Chairman of the F. F. A. Foundation Sponsor's Committee.



Dr. Howard M. LeSourd



Wesley F. Pratzner

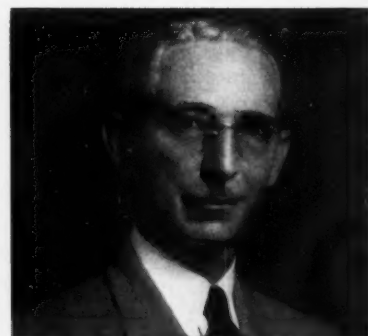
NEWS IN VIEW . . .



INTERNATIONAL PR COMMITTEE: Pictured at London, May 8, at the first session of the committee studying proposals to form an international public relations group, are: (standing, l. to r.) Etienne Bloch, PR Consultant, France; Richard B. Hall, PR firm principal, Washington, United States, a PRSA observer; Alan Hess, PR Dir., Austin Motor Co., England; Olavi Laine, Mng. Dir., Ass'n for Finnish Work, and Pres. PR Ass'n of Finland, Finland. Seated (l. to r.): Ed Lipscomb, Dir. of PR, National Cotton Council, Memphis, United States, PRSA Immediate Past President, a Society observer; T. Fife Clark, Advisor on PR to the British Government, England; Rein Vogels, PR Dir., Dutch Air Lines (KLM), Holland; Roger Wimbush, Ford Motor Company, England; and J. A. Brongers, PR Dir., Royal Dutch Shell, Holland. (Story on opposite page.)

BOSTON UNIVERSITY HAS ANNOUNCED changes in the executives of its School of Public Relations and Communications, effective July 1. Dr. Howard M. LeSourd, Dean since founding of the school in 1947, has resigned to accept a special post with Freedoms Foundation. Associate Professor Wesley F. Pratzner has been named Acting Dean, pending appointment of LeSourd's successor Sept. 1.

Howard Stephenson, New York City public relations counselor, has been appointed Chairman of the Division of Public Relations within the school, succeeding Professor Virgil L. Rankin, who is returning to private public relations practice. Mr. Stephenson will continue his relationship with Community Relations, Inc., the New York PR firm, which he heads.



Virgil L. Rankin

Howard Stephenson





NEWS SECTION

JULY, 1953

International PR committee meets in England

PRSA observers report plans moving rapidly to develop organization; proposal to be approved by all national participating societies; timetable set at one year

PRSA's observers at the meetings held in England (London, May 8; Hastings, May 9) to study plans for initiating an international public relations organization, gave optimistic reports of the proceedings to the Society's Executive Committee at the June 25 meeting of the latter group. Ed Lipscomb, Memphis, PRSA's immediate past president, and Richard B. Hall, Washington, former national secretary and treasurer, were the American representatives who took part in the discussions.

Full report

The full report of the meetings follows, prepared by T. Fife Clark, England, who served as secretary:

"Meetings of the Provisional Committee for the Establishment of an

International Public Relations Association were held in London on May 8 and in Hastings on May 9, attended by the following representatives:

Netherlands—R. J. Vogels (who presided in the absence of Prof. Hermans, Netherlands Government), J. A. Brongers.

France—Choppin de Janvry, Etienne Bloch.

U. S. A.—Ed Lipscomb (Immediate Past President, Public Relations Society of America), Richard B. Hall (Washington).

Great Britain—Roger Wimbush, Alan Hess, T. Fife Clark.

Present as observers were Olavi Laine (Finland) and Gigi Martelle (Italy).

(Continued on page 24)

PR Journal retains national advertising representatives; O'Hara joins staff

J-V Associates, a New York firm of magazine advertising representatives, has been retained by PRSA, effective June 1, to handle national space sales for the PUBLIC RELATIONS JOURNAL. The action was taken due to increased need to amplify the services of PRSA's Publications Board, and national headquarters staff in advertising sales, together with the stepped-up interest in the JOURNAL as a national medium with a selected audience of importance.

J-V Associates is a 7-year-old firm of three principals who combine 54 years of experience in merchandising, editing and sales of all types of media. Among

magazines represented are *American Engineer*, *Junior Natural History Magazine*, *World Convention Dates*, etc.

O'Hara to be staff writer

The JOURNAL staff has also been increased by the addition of Frederic J. O'Hara, who begins work July 1 as a full-time staff writer. Mr. O'Hara graduated from Boston College in 1940, with a writing major, obtained a B.S. degree from Columbia in Research and Bibliography in 1947, and an M.S. degree from the same institution in audiovisual materials and methods in 1950.

(Continued on page 26)

Barrett dies



Joseph L. Barrett

Joseph L. Barrett, long-time PRSA member, and recent president of the New York City Chapter (1950-51) died May 29, at New York Hospital. He was 47 years old, and at the time of his death was PR Executive and Director of Trade Relations of the Committee for Economic Development, and the Advertising Council, both national non-profit organizations headquartered in New York.

Widely known, and a popular figure throughout the public relations and advertising fields, "Jo" Barrett brought to the New York Chapter leadership a year of outstanding activity and productive development for the PR field in the metropolitan area.

A native of New Orleans, he was graduated from Columbia University in 1926, and during the three years following was Latin-American representative of the Goodyear Tire & Rubber Co. He was later consultant to various foreign advertising agencies in New York, and from 1946 to 1948 he was director of information for the World Trade Foundation. At one time he was counsel on public relations to the United States Council of the International Chamber of Commerce.

(Continued on page 24)

IT HELPS SPEED YOUR U



THE NEW YORKER'S list of national advertisers promoting institutional themes or business ideas to business executives has grown considerably since January 1, 1952. The partial list that follows is made up of accounts which ran in 1952-1953. Names marked with asterisks are new accounts in 1952-1953.

In this alphabetical list we indicate the purpose for which each advertiser has used THE NEW YORKER to promote different business ideas. We are printing this in the hope that THE NEW YORKER may help you in your public relations program.

ALUMINUM COMPANY OF AMERICA	Public Relations
AMERICAN HOME MAGAZINE CORP.	Business Promotion
AMERICAN MEAT INSTITUTE	Public Relations
AMERICAN TELEPHONE & TELEGRAPH CO.	Public Relations
AMERICAN VISCOSE CORP.	Rayon Yarns
BOSTON & MAINE RAILROAD	Industrial Sites
BRITISH COLUMBIA ELECTRIC CO., LTD.	Business Sites
BROWN CO.	Business Supplies
HAROLD CABOT & CO., INC.	Advertising Agency
CHAMBER OF COMMERCE OF THE U. S. Nation's Business	Business Promotion
*CHAMPION-INTERNATIONAL CO.	Printing Papers
CHASE NATIONAL BANK OF THE CITY OF NEW YORK	Public Relations
CHRYSLER CORP.	Public Relations
CINCINNATI ENQUIRER, INC.	Business Promotion
CORNING GLASS WORKS	Public Relations
RALPH C. COXHEAD CORP.	Business Machinery
CROWELL-COLLIER PUBLISHING CO. Collier's	Business Promotion
CURTIS PUBLISHING CO. Holiday	Business Promotion
Ladies' Home Journal	Business Promotion
DALLAS MORNING NEWS, THE	Business Promotion
*DOBECKMUN CO.	Metallic Yarn
DOW JONES & COMPANY, INC. The Wall Street Journal	Business News
DREYFUS & CO.	Stock Brokers
*FLYING TIGER LINE INC.	Air Freight
FORD MOTOR CO.	Public Relations
ALBERT FRANK-GUENTHER LAW, INC.	Advertising Agency
GENERAL AIR CONDITIONING CORP.	Office Equipment

(Advertisement)

PUBLIC RELATIONS IDEAS

GENERAL ELECTRIC CO.	Public Relations
*GRAY MFG. COMPANY, THE	Business Machines
*IRA HAUPT & CO.	Stock Brokers
*HAWKER SIDDELEY GROUP LTD.	Public Relations
INTERNATIONAL NICKEL CO., INC.	Manufacturers' Supplies
KIMBERLY-CLARK CORP.	Printing Papers
*KIPLINGER WASHINGTON AGENCY, INC.	Business News
KNOTT HOTELS CORP.	Exec. Accommodations
LINCOLN WAREHOUSE CORP.	Business Vaults
LOCKHEED AIRCRAFT CORP.	Public Relations
MATHIESON CHEMICAL CORP. E. R. Squibb & Sons Div.	Public Relations
MEREDITH PUBLISHING CO. Better Homes & Gardens.	Business Promotion
MERRILL LYNCH, PIERCE, FENNER & BEANE.	Stock Brokers
MINNEAPOLIS STAR AND TRIBUNE CO.	Business Promotion
MOSLER SAFE CO., THE	Business Equipment
*NATIONAL COTTON COUNCIL OF AMERICA	Business Equipment
NATIONAL LIFE INSURANCE CO. OF VERMONT	Business Purchase Agreements
NEUBERGER & BERMAN	Stock Brokers
NEW YORK TIMES CO., THE Station WQXR	Business Promotion
NYE-WAIT CO., INC.	Office Equipment
OWENS-CORNING FIBERGLAS CORP.	Yarns
*PAILLARD PRODUCTS, INC.	Business Equipment
PHILADELPHIA BULLETIN	Business Promotion
PITNEY-BOWES, INC.	Business Equipment
*PUBLIC SERVICE ELECTRIC & GAS CO.	Industrial Sites
PULLMAN CO., THE	Business Service
RAND McNALLY & CO.	Printing Services
REMINGTON RAND INC.	Business Machines
SAN FRANCISCO CHRONICLE	Business Promotion
SCHENLEY INDUSTRIES, INC.	Public Relations
TIME INC. Fortune Time	Business News Business Promotion
U. S. PLYWOOD CORP..	Manufacturers' Supplies
U. S. RUBBER CO. "Lastex" Yarn Division	Yarns
U. S. TRUST CO. OF NEW YORK	Public Relations
WEEKLY PUBLICATIONS, INC. Newsweek	Business Promotion
WOMAN'S DAY, INC.	Business Promotion
*YALE & TOWNE MFG. CO.	Fork Lift Trucks

THE
NEW YORKER

No. 25 WEST 43RD STREET
NEW YORK 36, N. Y.

Sells The People Other People Follow

International PR

(Continued from page 21)

"The Committee unanimously:

1. Approved the principle of the formation of an International Association of Public Relations Officers with the purpose of exchanging experience and ideas, explaining their work to the world outside the profession, forming a rotary in which each member in case of need may be sure of the assistance of his fellow members throughout the world, and addressing itself to the problems facing practitioners in all the leading countries particularly:
 - (a) The problem of professional recognition.
 - (b) The problem of professional skill (including the pooling of most recent results of experience and research and the publication of an International Who's Who in Public Relations).
 - (c) The problem of professional ethics (linking the codes now being compiled in several countries).
2. Resolved that steps should now be taken to establish the International Public Relations Association as quickly as possible.
3. Appointed a Sub-Committee to prepare detailed proposals for submission to the national associations.

Membership qualifications

"It was agreed that membership should be open to all members of national associations recognized by the International Association, subject in each case to individual acceptance of the applicant by the Council which must consider whether the applicant's activities are of 'international significance.' Public Relations Officers and practitioners who are not members of their national associations should be able to apply *if recommended* by the national organization concerned. (National associations already recognized are the Public Relations Society of America, the British Institute of Public Relations and the Public Relations Associations of the Netherlands, Norway and France. Applications for recog-

nition are expected from the Associations in Finland, Italy and Sweden and the Australian Institute of Public Relations.)

"The Council should consist of three members each from the United States, Great Britain, the Netherlands, Norway and France and two from each other national association recognized by the International body; the members representing each country to be nominated by the national association concerned and the period of service to be three years.

"It was also agreed that from the point of foundation the International Association should be financially independent of the national organizations and financed by a small membership subscription.

"The Sub-Committee which is now to work out detailed proposals for submission to the national associations consists of R. Wimbush, J. A. Brongers, Etienne Bloch, Ed Lipscomb, T. Fife Clark.

T. FIFE CLARK."

Lipscomb comments

Commenting on the report, Mr. Lipscomb said, "The major accomplishment of these sessions was to convert the idea of an international association from a somewhat nebulous situation in which many plans were being considered into a concrete approach on which representatives of all countries agreed. Perhaps the second accomplishment was the decision that there was no point in further repetition of the annual and inconclusive discussions, and that the time had come to move rapidly ahead with the various steps involved in activating an international body. A goal was set of bringing the organization into being within the coming year.

"The tone of the meetings was one of cooperative, intelligent professional understanding. As to atmosphere, at London we met in the Old Treasury Building, fifty feet from the room where George I and Walpole formerly presided over the Privy Council, and our windows overlooked 10 Downing Street. At Hastings we could glance out the window and see the beach where William the Conqueror landed in 1066. Perhaps we might say that this was the second occasion upon which history has been made at Hastings. • •

**PATRONIZE
JOURNAL ADVERTISERS**

Joseph L. Barrett

(Continued from page 21)

During his active year as head of PRSA's largest chapter, he instituted the program of workshops and seminars on PR techniques for the New York group, developed a pattern of monthly luncheons featuring national and international figures speaking on subjects of professional interest, and developed a committee activity program that utilized the productive talents of many New York PR people for the advancement of their craft. He was known as a good-natured "driver" who set an example by driving himself hardest and his plea was always for "results." He suffered a serious heart attack on a business trip late in 1950 from which he never completely recovered.

Board message

In a message of condolence to his widow, Mrs. Edna Shope Barrett, who survives, PRSA President Werner said:

"The Officers and Board of Directors of the Public Relations Society of America wish to express their deep sense of loss in the passing of Joe Barrett. He was a leader in our field whose mark will always be respected. His energetic enthusiasm, great kindness, and devotion to duty established precedents in the advancement of public relations as our life work, and he will be remembered among us always for the great contributions he made. In extending to you our heartfelt sympathy we also extend our appreciation to you for the many hours he spent on the Society's programs and activities.

— WILLIAM G. WERNER."

In a note to the Society officers, Mrs. Barrett wrote: "... He loved his work with the Public Relations Society of America, and he deeply regretted his inability to be active in your affairs because of his failing health."

One of his close friends summed it up this way: "Jo Barrett will be remembered for many things. There are a host of young people he helped find jobs, and he eased many of us older fellows over trying periods in our own personal professional growth. He had the world's most expressive vocabulary which was strictly his own, and much more effective than Mr. Webster designed it. He *always* had a suggestion—and he was *always* enthusiastic. He was a real guy." • •

Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committees, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

Active Membership

Hal Babbitt, V.P. in Charge of PR, Kaiser Motors Corp., Willow Run, Mich. Sponsors: Howard E. Hallas and J. J. Kaufman.

George C. Bitters, Jr., Ladish Co., 5481 South Packard Ave., Cudahy, Wisc. Sponsors: John H. Paige and M. H. Frank.

Karl E. Ettinger, PR & Research Consultant, 144 East 24th St., New York 10. N. Y. Sponsors: Kalman B. Druck and Merrick Jackson.

W. Nicholas Kerbawy, Gen. Mgr., Detroit Football Co., 1401 Michigan Ave., Detroit 16, Mich. Sponsors: Howard E. Hallas and J. J. Kaufman.

Jay E. Miller, Western Mgr., PR, The B. F. Goodrich Co., 5400 E. Olympic Blvd., Los Angeles 22, Calif. Sponsors: Burns W. Lee and Harold P. Levy.

Donald Slutz, Man'g Director, Traffic Safety Association of Detroit, 1902 Buhl Bldg., Detroit 26, Mich. Sponsors: Thoburn H. Wiant and William H. McGaughey.

Robert S. Taplinger, Pres., Robert S. Taplinger & Associates, 608 Fifth Ave., New York 20, N. Y. Sponsors: Harlan Logan and William V. Humphrey.

Earl M. Welty, Supervisor, Press and PR, Union Oil Company of California, Union Oil Bldg., 517 W. Seventh St., Los Angeles 14, Calif., Sponsors: H. H. Roberts and Harold P. Levy.

George H. West, Director, Adv'g. & PR, Consolidated Engineering Corp., 300 N. Sierra Madre Villa, Pasadena 15, Calif. Sponsors: Harold P. Levy and John E. Fields.

Associate Membership

Frank A. Jones, PR Mgr., Consolidated Engineering Corp., 853 E. Orange Grove Ave., Pasadena 5, Calif. Sponsors: Harold P. Levy and John E. Fields.

Harold H. Litten, Director of Publications, Whittier Union High School District, 610 W. Philadelphia St., Whittier, Calif. Sponsors: William A. Grant and Harold P. Levy.

A. C. Rose, Jr., Director of Information, Kansas State Teachers College of Emporia,

(Continued on page 32)



this man

is making a motion picture...

He doesn't act. He doesn't write, direct nor produce. His specialty is operating a band saw. Yet, what he and many other men like him do — and how well they do it — determines the success of the finished product.

In making films for business, perfection is the sum of all jobs well done — from that of the star before the cameras to the work of the studio carpenter at the band saw.

Each man is a specialist in his own right, for each has a specific responsibility in the making of better motion pictures which will bring better results for you, the sponsor.

At TRANSFILM, better films for business are produced by men who demand perfection, of themselves, of each other, of everyone who participates in the making of a motion picture.

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Cornell offers seminar on community relations

Public relations and community relations directors from Ford Motor, Grumman Aircraft, International Harvester, Eastman Kodak, and Esso Standard will analyze five aspects of community relations during an intensive one-week seminar next month at Cornell University, Ithaca, N. Y.

The seminar, put on by the Cornell School of Industrial and Labor Relations under the direction of Professor Wayne Hodges, will run from August 3 through August 7 six hours a day. It is open to representatives of management, labor, and government who have community relations responsibilities.

Visiting experts and their subjects are: Mott Heath, Manager of Community Relations, Ford Motor, "Community Relations Policies and Organization"; John B. Rettaliata, Director of Public Relations, Grumman Aircraft, "Relating a Community Relations Program to the Problem"; Dale Cox, Director of Public Relations, International Harvester, "Community Relations and Emergency

Situations"; T. F. Robertson, Director of Public Information, Eastman Kodak, "Communicating with Community Groups in Terms of their Interests"; George Crowe, Manager, Community Relations, Esso Standard, Bayway Refinery, "Adapting Community Relations Techniques to Fit Particular Communities"; and Thomas L. Cotton, The Thomas L. Cotton Associates.

Each day will be divided into three parts, the first will lay the groundwork in the topic, the second will be given to the visiting expert's examination of the day's problems in the focus of his company's program and experience, and the third will be devoted to analysis.

Other one-week seminars at the Cornell School especially designed for practitioners this summer will be: Personnel Selection and Placement, July 13-17; Conference Leadership, July 20-24; and Health, Welfare and Pension Plans, July 27-31. Tuition is \$50 per seminar. • •

PR Journal

(Continued from page 21)

He is presently studying for a doctorate in education with emphasis on mass communications at Teachers College. Mr. O'Hara comes to PRSA from the public relations department of New York State Maritime College, and he is a member of the Metropolitan College Public Relations Council.

New Journal promotional piece published

JOURNAL readers have been mailed a new promotional leaflet describing the magazine, prepared and distributed by the Publications Board as part of the national subscription promotion program for the magazine, being organized for special emphasis during the last six months of 1953. Advertising promotion and subscription development aspects of PRSA's publications program are supported by the PRSA Development Fund organized by members at the instance of the Finance Committee and Board of Directors in 1952. • •

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Chapter notes

COLUMBUS CHAPTER

At the April meeting, Chapter members heard a panel of three PR students from Ohio State University discuss some contributed problems "from the students' approach." Audience participation sparked the program of the undergraduate PR majors, and O. S. U. Professor **Fred Maguire** served as moderator. Questions ranged from problems in military public relations to those of utilities, research foundations and retailing.

At the May meeting, **Edward L. Smith**, Westinghouse Columbus Works Mgr., discussed his company's program for establishing plant relations in a new community. • •

DETROIT CHAPTER

Ford at Fifty was the theme of the April Chapter meeting conducted by **William J. Mitchel, Jr.**, manager of special services department, office of PR, Ford Motor Co. Using both slides and motion pictures, he presented a verbal and visual story of how and what the company planned to celebrate its 50th anniversary year, and distributed souvenir copies of a book depicting Ford at its half-century mark. Attendance totaled 80. • •

NEW YORK CITY CHAPTER

Kalman B. Druck, Vice President of Carl Byoir & Associates, Inc., was elected president of the Chapter at the annual membership meeting held May 13.

Other officers elected were: **Kerryn King**, Senior Vice President of Hill & Knowlton, Inc., *1st Vice President*; **Adm. Harold B. Miller**, Information Director of the American Petroleum Institute, *2nd Vice President*; **Bates Raney**, Staff Manager of the Public Relations Department of Johns-Manville Corporation, *Secretary*; and **Thomas Deegan, Jr.**, Vice President and a Director of the Chesapeake and Ohio Railway Company, *Treasurer*.

New Directors elected for a three-year term include **Stephen E. Fitzgerald**, Managing Partner of The Stephen Fitzgerald Company; **Leslie C. Stratton**, National Director of Public Relations, Boy Scouts of America; and **Thomas D. Yutzy**, Partner, Dudley, Anderson & Yutzy, Inc.

On June 27-28, the Chapter held a combined meeting with the New York Chapter of the Financial Public Rela-

(Continued on page 28)



C. E. Crompton, public relations executive with Shell Oil Company, has been named President of the San Francisco Bay Area Chapter.

1953 Public Relations Register published

The *Public Relations Register*, 1953 listing of members of the Society, has just been issued and copies mailed to the PRSA membership.

The current fifth edition records the names, titles, organization addresses, and phone numbers of 1500 public relations executives (as of June 1), resident in 45 states, dependencies and territories, and 12 foreign countries. Data on members is arranged in three ways: alphabetically by personal name; by organization name; and geographically by city and state, or territory.

One copy has been mailed gratis to each member, and additional copies may be purchased from national Society headquarters at the member-rate of \$6.00 each. Copies are available to public libraries at \$15.00, and to approved research and organization libraries at \$25.00.

Robert L. Bliss, PRSA's Executive Vice President, is Editor of the publication, and **Janet J. Bauer** is Associate Editor. Inquiries should be addressed to *Public Relations Register*, Room 706, 2 West 46th Street, New York 36, N. Y.

PR Job Help

The Detroit Chapter of the Public Relations Society of America has organized a placement service to aid Detroit-area firms seeking public relations personnel, it was announced.

J. J. Kaufman, Chapter Secretary, is conducting the clearing center for job openings and applicants. He may be contacted at **Ross Roy, Inc.**

—Detroit Free Press



Brown Booth, PR Director, Brown & Root, Inc., engineering and construction firm, has been elected Houston Chapter President.



New President of the New York City Chapter, PRSA's largest, is **Kalman B. Druck**, Vice President of Carl Byoir & Associates, Inc.

Chapter notes

(Continued from page 27)

tions Association at the Rexmere Club Hotel, Stamford-in-the-Catskills. • •

NORTHEAST OHIO

Clarence J. Dover, Community Relations, General Electric Co., Nela Park, Cleveland, has been elected Secretary of the Chapter, and Gustave A. Utter, Public Relations Account Executive, Fuller and Smith and Ross, Cleveland, has been elected Treasurer. Mr. Utter has served as Secretary-Treasurer since the first of the year.

Edmond C. Powers, Chapter President, who announced the elections, said the filling of the two separate offices is made necessary by increasing memberships and accelerated activities of

the Chapter. Since it received its charter in 1951, the Chapter's membership has grown from 14 to 45. • •

SAN FRANCISCO BAY AREA

Newly elected officers of the Chapter (effective May 1) are: *President*, C. E. Crompton, Public Relations Department, Shell Oil Company; *Vice President*, Gilbert H. Kneiss, Public Relations Director, Western Pacific Railroad and Assistant to the Road's President; *Secretary-Treasurer*, Hal R. Strass, American Trust Company.

Newly elected members of the Executive Committee are: Donald M. Murphy, Public Relations Director, Lucky Stores; R. Mark Ogden, Director of Public Relations, Watson and Meehan; Arthur M. Sargent, Public Relations Director

California Society of Public Accountants, and F. D. Tellwright, Vice President in Charge of Public Relations, The Pacific Telephone and Telegraph Company.

The positive approach to personal rights as a method for stopping Socialism was the subject of Leonard E. Reed, President, Foundation for Economic Education, Incorporated, when he spoke at the May meeting.

"The virulent type of communism threatening the world today is this": he said, "the common ownership by compulsion of the product of all, meaning what we produce is never our own.

"Socialism," he continued, "is State ownership or control of the means of production. This is another way of saying the communization of the product of all by compulsion."

For all practical purposes he told his listeners there is no difference between communism and socialism. Both deny private property. • •



IDEA—Wisconsin Industrial Editors Association took over a Milwaukee art gallery to exhibit more than 300 internal and external house magazines recently. The show, which was held over for an extended run by request, gave Milwaukee area editors an opportunity to compare ideas and techniques employed in American and Canadian publications. PRSA member William R. Gerler, Publicity Manager, S. C. Johnson & Son, Inc., Racine, who is past president of the International Council of Industrial Editors, is shown (left) analyzing exhibits which filled the Wetzel Galleries.

Ideas can be protected, court rules

Advertising and promotional ideas can be protected legally according to an important decision recently handed down by the Superior Court of New Jersey, Chancery Division, Hudson County.

In a highly significant case involving The Pennsylvania Plan, a national advertising and promotional system for retail dealers, versus a prominent local retailer, the court rules that the defendant is "enjoined and restrained from operating in the Plaintiff's novel advertising plan."

The Pennsylvania Plan, which has been operating in stores throughout the country since 1949, has been involved in a number of precedential legal actions. Its method, part of which consists of drawings for prizes, has often been examined for possible violations of federal and local lottery laws. However, in every case, it was ruled that—in view of the fact that the Plan exacted no fee or obligation from its participants—it was legal and proper.

Originated by William Weiner, its present director, The Pennsylvania Plan was developed to enable the independent retailer to develop business volume on a small advertising budget. A license must be issued before the Plan may be instituted.

PATRONIZE JOURNAL ADVERTISERS

parens*

This is a column about things that interest PR people. Some important, some whimsical, some of passing interest, some of significance. The writer's blasts and kudos are not necessarily those of the JOURNAL Publications Board.

parens

"Says Jim Selvage, of Selvage, Lee & Chase, 'Publicity is often a case of presenting a one-sided viewpoint: public relations always demand that all points of view be weighed.' Now, to get all the boys in the trade to see the light!" —Charles M. Sievert, "Lines & Linage," *New York World Telegram & Sun*. Say it again, Charlie!

parens

Coca-Cola has brought out an amusing booklet about its film strip, *The Case for the Upper Case*. The brochure is as informative and entertaining as the film of which it is the synopsis. Its text, larded with clips from the film sequence, dramatizes information for the working press and journalism students, and uses Don Marquis' Archy and Mehitabel to punch up the trade-mark theme of spell-it-right, capitalize-it, use-it-right. Get one for your permanent reference file on trade-mark usage.

parens

The nicest giver of a business gift is the guy who takes the trouble to find out where you live, so you don't have to pack-horse it home from the office.

parens

The American Bar Association is expressing interest in public relations. Not only has it a manual in preparation on the subject, but ABA *Public Relations Bulletin* recently made its bow as a five-times-a-year brief for better understanding of lawyers. And the Financial Public Relations Association has just published in booklet form a 10-question quiz on PR attitudes for bankers, asking financial men how they stack up on the 10 queries. Excellently done.

parens

Good presentations: Public Relations Management Corporation's folio of services, experience and people comprising its 28-firm organization. The Evansville (Ind.) Manufacturers and Employers Association's *Your Career Opportunities in Evansville Industry*.

How many pounds are sirloin steak?

☐ 250 lbs.

☐ 150 lbs.

☐ 50 lbs.



SIRLOIN on a plate comes as thick as you want it and as big as your appetite.

Sirloin on a steer comes surrounded by hamburger, chuck, stewing beef and a lot of other cuts. The meat packer has to buy them all. And sell them all, too.

The part that is sirloin figures out like this:

From a 1000 pound steer, you subtract 400 pounds of hides, hoofs, inedible fats, etc. That leaves 600 pounds of "eatin' meat." But only 8% of this, or around 50 pounds, is sirloin.

That's why you pay more for sirloin than for most other cuts. The price of each cut, you see, is determined largely by how much

there is of it and how much people like it.

Economists call this the law of supply and demand. Women call it "shopping." They compare, pick, choose. In a free market, their choice sets the values.

Did you know

... that about 40 different cuts come from a side of beef ... that the more moderately priced meats, such as hamburger, have the same complete, high-quality protein as the fanciest steak ... that it takes 4,000 different meat packing companies to supply the 60 million pounds of meat that we eat every day?

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and one column, two inches. Copy
mentions availability of service,
without promotional claims. Limited
to firms of PRSA members only.
Rates are available from:

Advertising Department
PUBLIC RELATIONS JOURNAL



IDEA—J. W. Massie, Comptroller of the Republic National Bank, Dallas, Texas, proudly shows his exhibit, which won a ribbon in the recent Republic Bank Club Flower Show. Admiring the arrangement is Mrs. Edna Schnabel, chairman of the flower show committee. Flowers grown by employees of the Bank were displayed in the lobby.

Burroughs takes to air with newspaper

The Burroughs Corporation, Detroit, has established what is believed to be a "first" in corporate journalism with the introduction of an International Air Edition of its company newspaper, The "B" Line.

The new edition is printed on 11-pound Bible paper and is being delivered by air mail to all readers in Burroughs subsidiaries, branches and dealers in the 70 countries in which the corporation operates outside the United States and Canada. • •

Belgian PR Group Formed

The Belgian Center of Public Relations, with offices at 5 Place Albert Lee-mans, Brussels, has been recently formed by a group of men actively engaged there in public relations work "to protect and promote their profes-sion," according to announcement in the Paris edition of the *New York Herald Tribune*.

Chairman is Victor Snutsel, of the Shell Company, and officers are Fernand Huybrechts (Ford), Robert Maillard (Sabena Air Lines), Vice Presidents; Pierre Janssen (Esso), Secretary-Treasurer; Eric Cypres (Eric Cypres & Associates), Camille Goemans (Philips) and Jacques Overloop (IBM) Directors • •

PEOPLE

(•) indicates PRSA members

Howard S. Curtis • Director of the Brown University News Bureau for the past seven years has been promoted to the position of Director of Public Relations at the University. In this capacity he will report directly to Dr. Henry M. Wriston, President and to Dr. Samuel T. Arnold, Provost. Mr. Curtis is Treasurer of PRSA's New England Chapter.



John L. Fleming • Public Relations Representative for Aluminum Company of America in New York, has been appointed Assistant Director of Public Relations for Alcoa at Pittsburgh. **John M. St. Peter •** will become Special Assistant, Public Relations Department, reporting to the Assistant Director.

Fred J. Pralle • formerly Publicity Director, Phillips Petroleum Co., Bartlesville, Okla., has resigned to enter business for himself.

Raymond Simon • Assistant Professor of Public Relations at Utica College, has been granted a summer fellowship by the Foundation for Economic Education, Inc. He will spend six weeks this summer studying the employee relations operation of Niagara-Mohawk Power Corp., Syracuse.

Ernest Stewart • formerly Public Relations Manager of the National Cotton Council, Memphis, and President of PRSA's Mid-South Chapter, has been named General Manager of Sales Promotion and Public Relations in charge of the Council's New York office, effective June 15. Simultaneously, **Ed Lipscomb •** Director of Public Relations and Advertising, also announced the promotion of **W. L. Foreman •** of the Council's PR staff, to Public Relations Manager in the Memphis office.

The partnership of M. C. Billig and Gerald Schwartz (**Gerald Schwartz •**), public relations counsel, with offices in Miami and Miami Beach, has become an affiliate of Public Relations Management Corporation of New York City.



William W. Cook • has joined the public relations counseling firm of Pendray & Company, New York, as a senior staff associate and account manager. He formerly was an account executive with Hill and Knowlton, Inc.



Clifton Blackmon • has been promoted to Vice President of the First National Bank in Dallas, Dallas 1, Texas.

Allen Wagner • for the past two years Assistant to the Chairman, U. S. Civil Service Commission, has been appointed Director of Public Relations of National Jewish Hospital at Denver. The institution has been a pioneer in tuberculosis treatment, research, education and rehabilitation on a free, national non-sectarian basis since 1899.



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For the Asking!

• This book is the story of the Reynolds Metals Company.
It is also the story of *aluminum*.

The history of the Company, its organization, production facilities, and growth in a competitive market are outlined. How aluminum is produced from bauxite, the many product forms in which aluminum is made, the varied applications for this versatile metal . . . all these are described and illustrated.

For a free copy of this interesting book, simply make your request on a business letterhead. Ask for "Reynolds Aluminum and The Company That Makes It."



WRITE TODAY

REYNOLDS METALS COMPANY

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GENERAL SALES OFFICE: LOUISVILLE 1, KENTUCKY

THE HOPPER

PRSA author asks help

I am writing a book for Harper & Brothers on "Public Relations for Social Work" and hope to include as many real stories as possible telling how social agencies and other non-profit organizations throughout the country handled specific public relations problems. It is to be a how-it-is-done book.

If your readers would get in touch with me if they have such stories, I would be most grateful.

I am interested in little successes as well as big ones. Perhaps techniques that built staff morale, that led to better board and committee work, that melted the heart of a reluctant citizen, that resulted in a fine brochure when there was no money in the budget to pay for it. Also outstanding campaigns that succeeded, effective tie-ins, etc. Yes, and efforts that failed (and why) as guideposts for everyone else.

The book will be illustrated. So pamphlets, annual reports, charts, and other visual materials will be welcome.

The book is scheduled for publication next year as one in Harper & Brothers current series on public relations. It is to be my third dealing with public relations in the field of social work.

HAROLD LEVY

Harold P. Levy Public Relations
840 Seward Street
Los Angeles 38, Calif.

Military relations

... Would you give us permission to reproduce, probably by photostat, the article by Allen D. Albert, Jr. (May JOURNAL). We would like to provide this information to some ten of our installations as a guide for them in getting along more effectively and economically with the communities in which they are located.

BRUCE QUISENBERRY

Chief, Office of Technical Liaison
Department of the Army
Office of the Chief Signal Officer
Washington, D. C.

U. S. in par

One of our employees (who carefully peruses each issue of PUBLIC RELATIONS JOURNAL) brought to my attention the "See America first—" box story on page 32 of the April issue.

She felt that Mr. Smith met the requirements and asked me if it were true. It is. My husband has been in every state of the Union, Canada and Mexico. In most states it was more than a "visit" since for many years he did special work for newspapers and in his position was actually working with newspapers for several months at a time in each of the 48 states.

I'm not sure from the wording of the Editor's question whether it is simply rhetoric, or whether you were anxious for actual replies. I've often heard Shirley say that working as he did in so many varied spots of the country has been of invaluable help to him in his present work of public relations counselling. Of one thing I'm sure, he has developed an uncanny perception when it comes to knowing how people will react under given circumstances. And on the personal side, you can well understand that such a talent is most disconcerting to a wife!

REA SMITH
(Mrs. Shirley D. Smith)

Shirley D. Smith
Public Relations Counsel
Memphis, Tennessee

Public utilities advertisers urge management-PR thinking

At the 32nd annual convention of the Public Utilities Advertising Association May 7-8 in St. Louis, 200 public utility advertising and public relations men and women heard a strong plea by an industry spokesman for public relations thinking in management policy.

B. L. England, President, Edison Electric Institute, and president of the Atlantic City Electric Company, told delegates that he repeatedly recommended to utility company executives that their advertising and public relations counsel be given adequate recognition in shaping management policy which affects the public.

PUAA delegates chose Walter G. Heren, Director of Advertising and Public Relations, Union Electric Company, St. Louis, as new president of the organization. Mr. Heren is a member of PRSA's St. Louis Chapter. • •

Membership postings

(Continued from page 25)

Emporia, Kan. Sponsors: Max W. Milbourn and Pendleton Dudley.

Harold H. Schroeder, Asst. V.P., Michigan Bell Telephone Co., 1365 Cass Ave., Detroit 7, Mich. Sponsors: W. C. Patterson and Edward T. Burroughs.

Hal R. Yockey, Adv'g. Mgr., Pan-Am Southern Corp., 1040 St. Charles Ave., New Orleans 2, La. Sponsors: Roy M. Schwarz and Horace Renegar.

Associate to Active Membership

James T. Maunders, Asst. Sec., Detroit Board of Commerce, 320 W. Lafayette, Detroit 26, Mich.

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When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" \$1.00 per line, 5-line minimum; "Help Wanted" \$2.00 per line, 5-line minimum. Payable in advance. (Deadline for copy is the 10th of month preceding date of publication.)

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TRAINED EXPERIENCED PR EXECUTIVE

wants position in Agency, Trade Ass'n, Institutional or Industrial PR, preferably in Wash., D. C., New York, or Atlantic seaboard. Has 20 yrs. communications and writing experience, Journalism, editing, radio script, publicity, advertising, and fund raising. Mature PR judgment, experienced public speaker. Recent BS degree PR major, Cum Laude. Age 43, family. PRSA member. Box L-7.

WILL TAKE LESS INCOME

In exchange for public relations job in private industry. Man now employed in US Information Service wants change. Relocate. Can set up and manage PR program or will assist. BS degree in PR, 3 years experience. No gobbledygook. Mature, married. Box E-7.

EXPORT DRUG PR—Formerly with agency handling largest appropriations in drug-medical field. Wide experience in editorial, media, administration and production phases of international programming. Married, veteran, knowledge of several languages and electronics. Box W-7.

EXPERIENCED PUBLIC RELATIONS

man with engineering background and intimate knowledge of petroleum industry, desires change to responsible public relations position. Married, age 30, with Industrial Engineering Degree, school teaching experience and thorough background and training in all phases of public relations-employee relations work. Excellent references. Prefer south or southwest. Reply to Box D-7, Public Relations Journal.

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